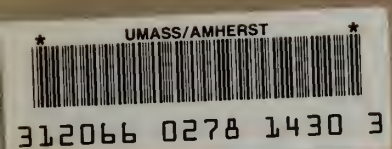


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The  
John W. McCormack  
Institute of  
Public Affairs

*A Transcript of the Proceedings  
of the Fifth Annual Public Affairs Seminar on:*

*Rx for Recovery:  
Planned Growth in a Protected Environment*

*Held on March 6, 1992  
at UMass/Boston's University Club*

University  
of Massachusetts  
at Boston

March 1992

932/203



*A Transcript of the Proceedings  
of the  
McCormack Institute's Fifth Annual Public Affairs Seminar*

***RX FOR RECOVERY: PLANNED GROWTH  
IN A PROTECTED ENVIRONONMENT***

*April 1992*



*The McCormack Institute's fifth annual public affairs seminar*

## ***Rx for Recovery: Planned Growth in a Protected Environment***

*Co-sponsored by  
1000 Friends of Massachusetts  
and  
Massachusetts Section, American Planning Association*

*Friday, March 6, 1992  
University Club, 11th Floor, Healey Library*

### ***AGENDA***

***8:30 A.M.  
Welcome &  
Introductory Remarks***

***RAYMOND TORTO  
Director, McCormack Institute***

***KATHARINE PRESTON  
Executive Director,  
1000 Friends of Massachusetts***

***LARRY KOFF  
Director, Massachusetts Section,  
American Planning Association***

***Program Moderator***

***IAN MENZIES  
Senior Fellow, McCormack Institute***

### **SESSION I**

***8:45 A.M.  
CREATING OUR OWN FUTURE***

***STEPHEN TOCCO  
Secretary of Economic Affairs***

***Q & A***

***9:15 A.M.  
IN A PROTECTED ENVIRONMENT***

***SUSAN TIERNEY  
Secretary of Environmental Affairs***

***Q & A***

**9:45 A.M.**  
**AIDING OUR COMMUNITIES**

**DANIEL GRABAUSKAS**  
*Deputy Secretary of Communities & Development*

**Q & A**

**10:15 A.M.**  
**ADJUSTING TO CHANGE**

**JANET O'BRIEN**  
*Member, Mass. House of Representatives;  
Chair, House Subcommittee on Local Affairs*

**Q & A**

**SESSION II**

**11:00 A.M.**  
**BIG AND LITTLE DIGS**

**THORN MEAD**  
*Assistant Secretary for Transportation Policy*

**Q & A**

**11:30 A.M.**  
**STRUGGLING CITIES**

**WINTHROP FARWELL**  
*Mayor of Brockton*

**Q & A**

**12:00 Noon**  
**A CASE FOR REGIONAL COMMISSIONS**

**RICHARD ARMSTRONG**  
*Chairman, Cape Cod Commission*

**ARMANDO CARBONELL**  
*Executive Director, Cape Cod Commission*

**Q & A**

**12:30 P.M.**  
**LUNCHEON**

**1:00 P.M.**  
*Introduction of  
Luncheon Speaker*

**SHERRY PENNEY**  
*Chancellor, University of Massachusetts  
at Boston*

**Luncheon Address**

**THE HONORABLE WILLIAM WELD**  
*Governor, Commonwealth of Massachusetts*

**1:30 P.M.**  
**CLOSING REMARKS**

**IAN MENZIES**

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**RAYMOND TORTO:** My name is Ray Torto, I'm director of the McCormack Institute, and I'm glad to welcome you all here. As most of you know, the John W. McCormack Institute is a multi-purpose public policy research center and this event today is among its endeavors. I want to introduce Ian Menzies who has put this 5th annual program together with Kathleen Foley and will run it from here on in. Later today we will hear from the Governor, at lunch, and he will be introduced by Chancellor Penney. Ian, I'll now turn it over to you.

**IAN MENZIES:** As you know from our program, this event is co-sponsored by 1000 Friends of Massachusetts and by the American Planning Association's Massachusetts/New Hampshire chapter, and I would like their respective representatives, Katharine Preston of 1000 Friends and Larry Koff of the American Planning Association, to say a few words of greeting. First, Katharine.

**KATHARINE PRESTON:** Good morning. Thank you, Ian. I wonder if there is some significance to the fact that I'm way over here to the far left. I'm not sure whether I'm supposed to take that as some indication. We have an incredible array of speakers today. Ian Menzies and his crew have once again outdone themselves. This year once again 1000 Friends is delighted to be a co-sponsor of this seminar. Last year in my introductory remarks I talked about vision and about leadership and I'll reduce the verbiage down to two short statements this year. Vision, a new way of doing business in the Commonwealth, efficient, fair and smart growth development predicated on environmental integrity. Leadership, making hard choices, searching out a shared vision and trying to stay in front of the people. We hope to hear more about vision and leadership from our speakers today. I especially look forward to the Governor's remarks. I have to say that Governor Weld hasn't said much publicly on the subject of planned growth, but we continue to have very encouraging discussions, both with a number of the Governor's secretaries and with the Governor himself, discussions that indicate that the concepts we're espousing are indeed understood and perhaps even admired by the Weld administration. I hope that the turnout today will help convince the administration and the legislature that this planned growth stuff isn't a dead issue in a dead economy. In fact, it could be the rising star for those who are willing to make it so. Enjoy the day, thanks for coming and please do take a good look at our membership information because Massachusetts needs all the Friends it can get. Thank you very much.

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**IAN MENZIES:** I would also like to introduce Larry Koff who is director of the Massachusetts chapter of the American Planning Association, Larry.

**LARRY KOFF:** Thank you, Ian. As another professional planning organization, I'm sitting on the far right. We've got a no new tax pledge but a lot of membership information. As director of the Massachusetts section, I'd like to welcome you to this forum on "Rx for Recovery" in Massachusetts. It's a great pleasure to see such a broad turnout by those responsible for the formulation of public policy -- elected officials, planners and public administrators. What is an Rx factor? While the speakers today will be defining an Rx for recovery in Massachusetts, the organizations which represent the professional planners in Massachusetts -- the American Planning Association, the Association of Planning Directors, consulting planners, regional planning officials and the land use coalition -- are currently pursuing their own Rx. I'm pleased to report that these organizations have recently established a joint task force and are currently adopting reforms which will lead to an expanded newsletter to serve all our members, the adoption of a joint legislative strategy, retention of staff support and increased participation by citizen planners. So if you're not a member of one these groups, join up. In the spirit of reform, we are pleased to be able to jointly sponsor this conference. The R factor recovery we all desire; it's the x factor of the policies and strategies which our speakers will recommend be pursued in order to stimulate growth and protect our physical, natural and human resources in Massachusetts that we look forward to learning of today. It's a great pleasure to be here and, Ian, I'll turn it back to you, Ian.

**IAN MENZIES:** So a welcome to everybody, and at least it's not snowing today. I always keep my fingers crossed in March. My role today in putting this seminar together, with the very able help of Kathleen Foley, is to give a few introductory remarks and then let things roll and keep them rolling, but I do want to add my thanks to the Massachusetts Chapter of the American Planning Association and to 1000 Friends. And, of course, I also want to thank our distinguished speakers, a terrific lineup -- Butch Hobson are you listening? -- who have so graciously agreed to address us eyeball to eyeball on state policies, initiatives, problems and solutions, along with their personal visions of how the state can recapture its old preeminence. And please once again forgive the seating arrangements which probably reminds you of one of those numbered cinemas in local malls but it's all we have available. Even to get this, faculty members have to go elsewhere today for lunch because this is their lounge.

As I'm the fourth person at this microphone this morning, I'm reminded of the four preachers each of whom had a weakness that shouldn't be present in a man of the cloth. So they decided to discuss their weaknesses in the hope that they might feel



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better among themselves. The first preacher said "When I shut myself in a room to write my sermon, I take a few nips of a whiskey bottle, it helps me concentrate." Said the second, "I've always followed the horses and I quite often like to place a little bet." The third said, "There's a lady in the village that I'm quite sweet on and we kiss and cuddle now and again." The fourth remained silent. "What is your frailty," the first three asked, "Well," he said, "I'm a terrible gossip and I think this is going to be one hell of a week." (Laughter)

I think what has made this meeting work over the years is not only the cheap lunch, boxed but good; but it also offers some very influential grassroots people, you, the audience, a chance to take away a multi-level picture of what's going on throughout the state and relay it to those with whom you interact. And incidentally to speakers who are here for the first time, our audience includes state senators and representatives, mayors, selectmen and planners, environmentalists, city and town officials, Chamber of Commerce representatives, businessmen and developers as well as leaders of civic associations and concerned citizens.

As I've said before, the program, may look like the proverbial dog's breakfast, a bit of this, a bit of that but that is by design. We need an overview at times -- pieces that we can put together to give a picture of the whole. These days we have superlative communications systems through which we don't communicate too effectively, not at least sometimes on substantive issues. It is hard to beat the type of hands on communication of a seminar such as this involving not just words but a sense of sincerity and emotion with a chance to ask questions. As you can see from our program, our keynote speaker will be Stephen Tocco, who will discuss "How to Create Our Own Future" followed, to give balance, by Susan Tierney whose mission is to ensure that Creation Occurs Within a Protected Environment. Secretary of Communities and Development Mary Padula unfortunately had to cancel at the last moment, but we are pleased to have deputy secretary Daniel Grabauskas aided, for questions, by Mark Siegenthaler and Jeff King. He will be followed by Representative Janet O'Brien of Hanover who is taking over the task of translating the report of the Commission on Growth and Change and plans to produce new revised legislation.

After a coffee break, Thorn Mead will pinch hit for Richard Taylor, Secretary of Transportation, who was suddenly called away to meet the U.S. Secretary of Transportation, Andrew Card, who is visiting Boston today. He will be followed by the mayor of Brockton, Winthrop Farwell, who'll report on struggling cities of which his own is one. Then we'll have Richard Armstrong and Armando Carbonell give us an update on the wins and losses on the Cape's newly found regionalism, a package that I believe needs to be studied for possible adoption, in some form, on the South Shore and other areas of the state; and then at 12:30, as Ray Torto mentioned, Governor Weld will speak

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on the subject surrounding growth management. Each speaker has been asked to present his or her remarks within 10 or 15 minutes, and I will give a one minute warning on time, if needed. And I would ask questioners to identify themselves and their organizations because it helps the speakers to respond if they know from which direction the question is coming from.

**IAN MENZIES:** Stephen Tocco, our keynote speaker, has had an interestingly varied career and one which continues to expand. A pharmacist by profession, graduating from the Mass. College of Pharmacy in 1969, he ran his own pharmacy for 10 years. For 2 of those years he also served as a consultant on drug education programs run by the Massachusetts Department of Education. In 1978 he took public administration courses at Northeastern University while serving as U.S. Representative Edward Markey's executive secretary and in 1989 completed graduate studies in management and administration at Harvard. During the 1980 to 1989 period, he served as the executive vice president of the Associated Builders and Contractors, Inc., a regional trade association. He then founded the Tocco Group, (unrelated to the McLaughlin Group) -- a Boston-based public affairs consulting firm, from where he joined -- not without some outside comment -- the Weld administration as Secretary of Economic Affairs, Stephen P. Tocco.

**STEPHEN TOCCO:** Thank you, Ian, it's a pleasure for me to be here. I have just recently become Secretary. I was serving as the Governor's special assistant for the first year of the administration and he just decided to give me another job so now I carry both titles and my morning and day jobs in the Governor's office and my afternoon and evening job is over at the Secretariat. So it's been a kind of interesting eight weeks. I'm proud to be here because I do think the balance of economic expansion and quality growth and environmental protection are not things that should be in conflict. The very strength that Massachusetts has to attract international and U.S. business here is the quality of life that we offer. And having worked with the development community for a number of years, I also understand from their perspective that the quality of the environment long-term is really what is going to support the quality of economic development. I sort of work on both sides of the equation and I think I understand the issues fairly well. I am pleased to say that Secretary Tierney and I really work very closely together in the areas of things such as the Rivers Bill and the Wetlands Protection Acts. We really do have regular meetings and discussions with the Governor and we try to find that middle ground that really will stimulate growth but not sacrifice quality environment, and I think Sue Tierney will probably have some of the very same things to say.



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In the area of policy development, my vision is that we first embark on developing a very comprehensive statewide economic development strategy for Massachusetts, and it's also my sense that it should be a document that's driven by regional planning rather than by statewide planning. We think that when you move around the state and you look at industry sectors that have potential to grow, and are growing, and you measure that against opening emerging international markets, we've got to make sure that those industry sectors have what they need in terms of training, education, curriculum development and make the environment, within which they have to grow in Massachusetts, one that is a positive experience. But it should be done on a regional basis and what I have started to do in the development of this plan is to coordinate a series of hearings around the state. The first one was two weeks ago in Southeastern Massachusetts at UMass at Dartmouth where we went in as a collective team. Secretary Tierney, myself, Secretary Taylor, Secretary Piedad Robertson of Education, Secretary Padula of Communities & Development and we had people from the Mass. Jobs Council and we sat there for 4-1/2 hours and took testimony from business people, community leaders, public officials, the five mayors in the area and we were there to listen to them, to hear what they thought their strengths were in terms of a regional economy, what they thought their weaknesses were, what are the things we have to be cautious of in drafting this agenda for the future.

And when you begin to measure the regional approach, and I have done that, and met with the regional planning agencies in Massachusetts, I came out as a really strong supporter of the regional planning process, but I also believe we have got to tailor that plan and understand the impacts of environmental policy, regulatory oversight, in the development of that plan and the success of its objectives. I do think when we look at areas like Cape Cod, for example, we are going to do Cape Cod as a separate economic development plan. It's not going to be part of Southeastern Mass. because it does have a very peculiar economic plan that I think reflects more importantly the strength of the environmental procedures. Seventy to 75% percent of the economic dollars come from tourism, and that tourism objective is driven by good quality, long-term environmental policy and good solid planning. And I do think we have to pay particular attention and be even more aggressive in our pursuit of environmental permitting and regulations in an area that is so dependent upon a good quality environment to attract people and create prosperity. I'm not so sure that we can take a different point of view and I don't mean one that compromises the environment, but maybe one that looks at it differently from other sectors of the state.

When you look at pockets of urban development and when you start to talk about economic opportunity areas which I wholeheartedly support and we propose legislation to create them, I think we may want to look at how we can modify some of our approach

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to environmental protection without ultimately compromising very much but expediting. If there are already pockets of buildings and smokestacks, we can work harder to make them cleaner, but we may want to move through that process a little more quickly than we would have to in other parts of the state that really are dependent on good planning. I think this tries to...my ultimate goal or state-wide economical development plan that probably has 6-7 regions in it, the plan will be developed into conjunction with all the secretariats.

In terms of special projects, particular projects as they begin to emerge, I've also proposed to the Governor that we form an intergovernmental development council that is made up of the various secretaries that have roles to play in economic expansion, and we meet on a regular basis and we talk about 1) the development of the plan and what came out of the regions and what should be included in this plan from all of our points of view and 2) what we should then do in terms of implementation. Actually as a component of this plan, I really do want to see a very stark and a very measurement system of success. I've read plans from all over the country, state-wide economic development plans, and in my view the missing ingredient in all of them is that they talk about where we want to go but they don't say very much about how are we going to get there. And it's the process that is almost as important as the outcome because if it isn't with good cooperation, good exchange of information and open dialogue with people like the Secretary and myself, I think you probably risk the ultimate objective. I think good planning, intergovernmental teamwork and regional approach to economic expansion is really where I see our administration going at least from the Secretary of Economic Affairs' perspective.

I am not going to be able to stay with you this morning because I am scheduled elsewhere, but I will answer a couple of questions, then move on and let my esteemed colleagues take over. Sue and I have done this, it's becoming a road show. We did it in Southeastern Mass. and we did it down in the Cape together, and I think that, in itself, is a very important statement. That we really do believe that we do have to march together in order to meet the needs of this Commonwealth, both in terms of job creation and environmental protection. So I applaud the effort of the Institute and the University. I think this is a wonderful forum, and I'm looking forward to reading the information that flows in and through it today. So thank you for having me and I will take a question or two, and then I'm sorry, I have to run.

**QUESTION:** In reference to your economical approach to the Cape because the economy is so dependent of preserving its environment, will you take that general approach to the rest of the economy?



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**STEPHEN TOCCO:** I believe so. That's going to be driven by the people in Berkshire County not by the Secretariat. People said we should do economic development road shows and the first plan I saw was to arrange a big luncheon and have three big business speakers. That really isn't my vision for an economic development road show. My vision is to hear from people in the region as to what they need in terms of growth, what the state can do to help them, and what we also have to do collectively to make that happen. So when we get out to the Berkshires, we are going to go out to the Berkshires, we are going to be listening to more of you instead of coming out there saying here is what we have to do.

**QUESTION:** What is the economic development plan?

**STEPHEN TOCCO:** The economic development plan for Massachusetts which I hope to have finished by the end of the year is in my shop and it doesn't need any legislative approval. It's going to happen, I guarantee you that. I think the cooperation between the Secretariats and the Intergovernmental Growth Task Force will happen because we care about it happening. And the Governor wants it to happen. In terms of economic opportunity areas and tax policies, maybe my esteemed friends from the legislature can better answer that question. We're going to put on an all points press over the next 90 days in getting our growth package through the legislature. I do view the economic opportunity areas as one of the most important pieces. I sense there is support for it, but I guess it's been around but has never caught fire and I think we're going to try to sprinkle some gasoline on it.

**QUESTION:** Is the state going to pour more money back to the community that gives up its property taxes to create growth?

**STEPHEN TOCCO:** That's a very good question. I think it's something we have to look at in terms of how we package. What we are going to deliver to a company in terms of economic expansion and location. We see the state share in this economic opportunity area being far broader than property tax reduction. We really see it in terms of interest structure improvements that we can put on the table, we see it in terms of target tax credits through community, so the state share is going to come out of a reduced corporate tax, tax incentives for job training and expansion and infrastructure repairs. But we will be there playing with money, I can tell you that.

**QUESTION:** About jobs?



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**STEPHEN TOCCO:** The struggle that we face... the one thing that I've seen in a year and a half here is everyone wants prosperity and success for our citizens and we want a clean environment. The fact is if we don't sink or grow, the economic sectors that we have in terms of environmental technology, biomedical technology, biomedical telecommunications, plastics, marine biology...if we don't let those industry sectors grow and encourage them to grow, we are not going to create jobs and we are not going to have prosperity. I think some of the cities have to make a decision, do we take a short term hit to create 400 jobs in this area or not, and I think that is a decision the local officials have to make. Our plan of economic opportunity is not that we declare it, it's going to be a declaration that comes from the community. So that debate will take place within the community, and if they say we want to go forward and be declared an economic opportunity area, then we will measure the criteria and declare or not declare. One last question.

**QUESTION:** When one of my colleagues was dealing with the state agencies a little while ago in the previous administration, the state agency could be best described by her as grossly incompetent. What is your administration doing to make sure that we have a much more "user-friendly" and reasonable bureaucratic performance?

**STEPHEN TOCCO:** Well, Governor Weld and Lt. Governor Cellucci stand for one thing: it is to wipe away and get government off your back wherever it makes sense. We proposed 139 regulatory relief measures last November to stop permitting and it crosses all secretarial lines. We had every Secretariat go in and look at those regulatory issues that create problems and churn them up to the desk, we came up with 139 the first pass. We are now embarking on Phase II. Phase II is going to be driven more by industry sectors. We are going to the biomedical industry and say "Now you give us the next series of regulatory problems that you see may impede growth." So we are going to go deep into the industry sectors now rather than simply across the Secretariat, so it is a high priority of the Administration. We have to reshape the business environment in this Commonwealth to make it a place for companies to want to come and grow, but when you look at the merging markets internationally in Euro '92, we really are positioned to become the economic might of the Northeast if not the country. My sense is that we will get there if we all work together.

So thank you for having me. I'm sorry I have to run. I could do this all day because I learn a lot, and Secretary Tierney, I wish I could stay to share the podium with you but good luck with the rest of the program.

**IAN MENZIES:** Thank you very much Mr. Secretary, and we wish you every success. This is a pace I didn't expect. We're keeping very good time. Incidentally, because I

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have a minute, and I was given a list of some of the attendees here, I'd like to recognize them. Perhaps they can give a wave: Charles Adler, a City Councilor of Attleboro, is here; Gerald Burke, President of Massachusetts Community College; State Representative Paul Casey from Winchester; Marcy Crowley who is a Wayland selectman; Richard Delaney, the Director of the Urban Harbors Institute which is one higher up here. No, it's on this floor, I beg your pardon. Representative Marc Draisen, Democrat of Boston; Terry Fancher who is the General Manager of the South Shore Chamber of Commerce; another Selectman Anne Fanton from Acton; Joseph Finnerty, a UMass trustee; Herb Flores, a UMass trustee; and E.K. Fretwell, who's the President of UMass, who I saw personally coming in; Jemadari Kamara who is the Dean of CPCS at UMass; Robert Karam, a UMass trustee; Peter Lewenberg also a trustee; Gary Mansfield who is a Lakeville selectman. It's wonderful to see the variety of where people are coming from -- it's greatly appreciated. State Representative Robert Marsh of Wellesley, a Republican from Wellesley; Mark Montigny of Fall River Chamber of Commerce and State Representative Mary Rogeness of Longmeadow and Bill Saltsonstall former Senator; Katherine Sloan, President of Greenfield Community College; Edward Terceiro, Dean of the Mt. Wachusett Community College and Roger Van Winkle of Mass. Bay Community College. I appreciate you all being here today. It seems to me that for a Secretary of Environmental Affairs in Massachusetts, the crises (plural) are never ending. No wonder John DeVillars tried to speed things up. Despite this, Susan Tierney faces these crises with grace and equanimity. Of course, for all I know she may scream when she gets home but I am just really very appreciative that she has been willing to address us once again and summarize environmentally where we are at. And that she and Steve Tocco are working well together. As a native of California, Susan Tierney told us last year she has a strong motivation to see that what happened there doesn't happen here, at least as regards the ozone veil that beclouds so much of California.

To those new to this audience or forgetful, like myself, Susan Tierney before her appointment by Governor Weld was Commissioner of the Massachusetts Department of Public Utilities and prior to that Executive Director of the Mass. Executive Office of Energy. Before coming East, she was an Assistant Professor at the University of California at Irvine. I'm happy to say she's also a fully degreed regional planner by profession, Ph.D. Cornell, because I firmly believe that regional planning is not only an environmental necessity but one of the few budget saving options communities still have available. Incidentally, it was interesting to find that both Secretary Tocco and Susan Tierney are really working together to bring -- I think I'm elaborating a little bit from reading previous things -- but to bring non-polluting industries which I think Secretary Tocco was trying to mention to Cape Cod, and they mentioned that at a recent meeting at Hyannis; Susan Tierney, Secretary of the Environment.



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**SUSAN TIERNEY:** You know, it's very scary to me to realize that Ian Menzies hangs around outside the windows of my house and hears me scream every evening (laughter), because he doesn't know how right he is. I want to apologize for being late. I had hoped to be here from the beginning of the program, and hear the preliminary comments, but I was tied up as a result of my pet product of driving a compressed natural gas vehicle that prevents me from parking in indoor parking spaces. So, I spent about forty-five minutes waiting for accompaniment to a distant parking lot. So, I apologize for being late -- it's one of the costs of pursuing your quality in Massachusetts that I'm late for everything, so I apologize.

I'm very excited to have a chance to come for the second year in a row to speak to the McCormack Institute's series on public affairs. I think this is a terrific way to have a bit of a dialogue between state policymakers and representatives. And to allow different parties who are involved in planning locally to have a chance to have a dialogue. And I want to use the motif of this year's conference title -- Rx for Recovery -- to sort of characterize my remarks.

First I want to spend a tiny bit of time taking a pulse on how I've been using planning approaches over the past year, and then as a second thing I'd like to talk a little bit about how we are trying to make sure our economy gets kick-started in a way that is very appropriate for maintaining the quality of our environment. In doing that, I thought I'd talk about two different kinds of planning. The first type of planning that I'll use to describe the focus of my planning related efforts over the past year has been with regard to what I'm going to call a generic type of planning, that being an approach to analyzing and critically viewing your options before you move into them, and doing everything you can to avoid a firefighting approach to problem solving. I'm not sure I've succeeded in that, but that's the attempt. The second kind of planning I'd like to talk about in the second half of my remarks is more orientation to regional and local planning more directly: more traditional ways in which municipalities and regions can take charge of their own urbanization process. I'm making, as I say, an artificial difference because those are two related areas, and sometimes the tools for those two areas are one and the same. I'm talking about them, again, as a way to organize my remarks, and that being because I've used some of the tools, generic tools of planning in our approach to dealing with certain statewide policy areas in the past, and in the next year I plan to focus more attention on local regional planning efforts in the more traditional sense. So, let me talk about that.

By the more generic sort of planning, what I mean specifically in these remarks is an approach that you all know well, which is sort of the ideal model, and again I say it was a goal that we've been trying to use, of carefully understanding the systems that

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effect a problem. Identifying ways to think about how you might move in solving a problem. Looking ahead of decisions to anticipate the consequences of different paths, and then choosing ones that either minimize your costs or ones that actually maximize the achievement of your goal. And so far over the past year, I've got to say that that's been something that we've been trying to use in our approach; I say trying, again, because my biggest frustration in this job is that -- clearly I'm a fire marshal and fighting fires as opposed to a regional planner. But we keep trying to move our orientation in that way.

In the executive office we have four substantive policy areas that we've tried to pursue over the past year and into the next, and two process goal areas. I want to mention a couple of those. I will identify all of them, but I want to mention a couple of them and talk to you about how planning as a process has been the fabric of the way we're trying to go about problem-solving.

The policy agenda for environmental affairs is four-fold. First, again, my pet area of improving air quality in Massachusetts. Number two, protecting our especially sensitive land resources, especially with regard to how they relate to water quality. Third, minimization of wastes, and in particular development of recycling activities. Fourth, protection of our coastal resources and marine resources. The two process goals that I mentioned are trying to look carefully at the regulatory tools that we use to make sure that areas where we can streamline them, reform them for clarity, for reduction of duplication, are things we are going to try to do. And finally, we are taking a look, like all cabinet secretaries in the Weld Administration, at opportunities for privatization in the delivery of services in our own shops. I'm not going to talk about all those policy areas, but I'm going to give you a couple of ideas about how we've been using planning as a tool, and I'm talking about, this method of planning.

In air quality, by virtue of the Clean Air Act that was passed a little over a year ago by Congress, the state is moving toward the development of a state implementation plan for how we will reduce our smog, acid rain and air toxics. That state implementation plan will have to be filed at EPA a year and a half from now. And we have a number of choices having to do with how we will proceed to clean up our air, before the filing of that state implementation plan next year.

In a second area, of land protection, an area of intense interest to Governor Weld personally, but one that I share on a personal basis, we feel that we want to take a leadership role because it's so important to do so, especially as we look forward to having Massachusetts' economy turn around. You know as well as I do the sources of problems associated from inadequate attention to protecting sensitive lands, urban runoff into water supply systems, loss of important habitats for not only endangered species but the wildlife that we enjoy and shares this land with us in Massachusetts, loss



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of prime agricultural land, loss of valuable wetlands that provide so many economic and environmental attributes, and saves us money in so many different ways. We've undertaken a major program that aims at preventing pollution, preventing unnecessary loss of critical land resources, and in doing that we've used a number of tools to analyze and inventory critical land resources in Massachusetts, to develop a wish list of which parcels we would buy if we had different amounts of money to spend, either through direct acquisition or through working with local communities and land owners for conservation restrictions and the like.

We have made a number of critical decisions over which I'm very excited in designating lands as areas for critical environmental concern. We are supporting and continue to want to work with various parties to get passed land protection legislation such as the Cohen Watershed Bill and the Durand River Bill, because they protect land to protect water quality, which is, again, a pollution prevention cost effective tool. We have developed a wetlands blueprint to try to coordinate our wetlands policy. In those areas, again, we want to take a leadership role in planning to protect land to avoid pollution and costly loss and costly cleanup in the future. As one of those regulatory streamlining goals, that was one of those process goals I mentioned. Let me mention also what I think of the Massachusetts Environmental Policy Act (MEPA) process. The MEPA process is a much undeserved, much maligned process, because I think it's one of the areas in which the legislature happily identified the importance of planning ahead of time. The MEPA process in its best sense is the kind of generic planning that I described a minute ago. What it says is when there's a development project proposed, we identify and wherever possible mitigate the indirect environmental impacts of projects ahead of time. In its best sense, then, it is an information planning tool that is available to the state in helping shape the character of development. It is not an anti-development tool. It helps decision makers get information that they need and to help shape those and mitigate and avoid unnecessary impacts. But again, it is a pollution prevention tool, it is not a tool to stop development. I use it carefully.

When I am required to do so, I clearly require Environmental Impact Reports (EIRs). When I don't have to, and they are clearly unnecessary, I do not require EIRs. The hard calls obviously are the ones that are on the margin. And I've made a very strong effort in the past year to make sure that when I make a call, when there's a lot of discretion given to the Secretary, I distinguish projects that by virtue of careful design of the project, pollution prevention as part of the design of the project, where a project developer has provided sufficient information for me to see that a project's impacts are identified, I'm not going to require an EIR. One of the ones that I can point to in that regard is a recent decision I made on a new major project in Hudson proposed by Digital that, by virtue of its design attributes, will leave the water system much better off after the

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development of that project. I don't want to hold that project up; I don't use MEPA to hold projects up, but I deliberately wanted to send a signal that when developers do it that way, I will not require an EIR. In places where there are questions, and I'll distinguish between two, two different types of say retail or wholesale office space projects, in places where a project is developed where there is clearly adequate infrastructure available to handle the congestion, I'm not going to require an EIR. In places where there is not adequate infrastructure there, services at the local level, I'm likely to require an EIR to inform and equip local decision makers about the impacts of a project and to mitigate, where possible. So I think it's a tool where I want to use it selectively to provide information to local decision makers. So I've used, tried to use carefully the concepts that I paid for at Cornell in planning, to try to guide how we move as an Environmental Secretary in using the best that planning has to offer.

An area that has not been a focus of my attention in the past year, but will become a focus of more attention in the future, is helping to play a role with localities and with regions in Massachusetts to help them craft their own destinies, as we all hope that Massachusetts comes into recovery. This will be a major area, as I'm sure Secretary Tocco indicated in his remarks, I hope he indicated in his remarks, since I didn't get here early enough to hear, but I know the Administration in various ways seeks in this year to help regions in different ways, depending upon their different needs, to grab hold of the character of development that they seek to take shape in their own localities.

Let me mention three ways in which I hope to help out in that process this year. One by helping regions shape their development in a way that befits their own history, culture, natural resources, the skill base of the population in an area. Two, by helping municipalities work cooperatively together as regions, defined by either sort of ecosystems or by service systems, so that they can deal with their own environmental development and service delivery problems that cross municipal borders. And third, by playing a quite aggressive role in shaping development projects that are sponsored by the State itself. Let me talk quickly about those three areas. First, with regard to sort of regionalism, as I mentioned, I want to help play a role through my office in efforts under way already at the grass roots level all around Massachusetts and in areas that are aided by State direction in other parts of Massachusetts, to help regions recognize that they have special characteristics that matter with regard to where they go with planning, pursuing and implementing development. As I guess you heard last week, both Secretary Tocco and I were on Cape Cod, where we, where I strongly encouraged the Cape to take advantage of its special historical ties to institutions in marine sciences as one of the ways, as an example of the way, in which that economy could diversify its economic base and do that in a way that makes the burden on its environment and the burden on its service delivery as minimum or as benign as possible. I discouraged the



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Cape from doing what it has done best so far, increasing the concentration of its economy on tourism. What I fear for the Cape is that it continues to have such a peaking [tourist] character. I just see more and more demand for transmission lines, for roads, for waste water treatment facilities, to meet the peak season with the cost carried by the year-round population. I want to help the Cape diversify its economy through clean technology transfer, however possible. That's one of the ways that we've been working over the past year in the Berkshires to try to help with the shaping of a Greylock Glen project in a way that fits the economic needs of that area.

The second point I mentioned was to work with municipalities to cooperatively shape cross border system problems or service delivery challenges. And you know as well as I do that there are lots of efforts under way around the state in this regard. I mention with enthusiasm the efforts by Representative Janet O'Brien, by 1000 Friends, and by the Metropolitan Area Planning Council (MAPC) to work in various ways that are helpful to communities that want to work and cooperate together. There's enormous opportunity for problem solving, and communities need help in this area. That's why Representative O'Brien's legislative proposal is very useful. I want to do it in a way that helps municipalities work together but doesn't add new layers of government in doing it. This, it's very important to me to not have efforts like this be viewed as yet one other layer of bureaucracy, but to the extent that we can get municipalities and regions to work and cooperate together and choose for themselves to do it a different way. I want to be very helpful in doing that.

Service agreements, Memorandum of Understanding (MOUs), contracts, regional compacts, local committees that cross state borders, are sprouting up all over the Commonwealth to help with recycling, fire and safety service delivery, waste water treatment projects. I'll mention a couple of examples of ones that seem to be working quite successfully. The Canoe River Aquifer Advisory Committee is a terrific example of a multi-community approach to looking at land uses and how land use patterns affect the quality of the aquifer and the water supply in that area. And that's an example, along with the Buzzard's Bay Coalition, Essex County Regional Environmental Coalition, and others that are public/private partnerships to get cooperative agreements in place. That's one area that I want to help out, and in doing that, I will soon announce the appointment of a new special assistant to help on these land use issues because I consider this to be a major priority during the next year.

Third and finally, I want to mention that I will be aggressively working with my other colleagues, who are the real planners in state government, to make sure that the projects that they plan and carry out are done in a way that is quite attentive to the environmental impacts of those projects. State agency actions are always planned; they aren't always planned effectively across departmental interest areas. The mission of an



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agency doesn't always account for the missions of other agencies, and I want to make sure that in the Weld Administration we do the best job that we can to make sure that we do that beforehand rather than after the fact. My colleagues on the Cabinet do not have Ph.D.s in planning, but, as I say, they are the planners. Richard Taylor is the transportation planning tsar in this administration. Steve Tocco is the economic planning head. Mary Padula is the communities and development planning head. And we are working with all of them to make sure that the environmental piece of their projects is part and parcel of the project.

The best example of that, in spite of the fact that Steve Tocco just told you about how we've been working cooperatively, the best example is the work that we've been trying to do with Richard Taylor as he proceeds to look at intermodal transportation system planning in Massachusetts. He's the real transportation planner, and he's trying to get the tools in place to enable us to have information and resources that enable us to do cross-modal transportation system planning. He and I together asked the Governor to take a leadership role in using an interstate regional transportation study as the way to analyze whether or not a second alternative airport is required, whether or not high speed rail is appropriate for our region, and what are the air quality impact tradeoffs and vehicle miles travelled tradeoffs of all sorts of transportation system choices. That's important to me as we develop that state implementation plan for air quality that I mentioned earlier. And as Secretary Taylor proceeds to fold out his proposal for a Massachusetts Intermodal Transportation Authority (MITA), I see that as an important tool for enabling transportation planning, in its best sense, to take place in ways that we have been inhibited from doing in the past. So, we are working together in those ways to make sure that that kind of planning is happening in a way that's attentive to the environment.

Let me close by saying, by referring to two of my leaders, in saying that as Governor Weld said in his State of the State Address, that pollution prevention is one of the foundation legs of his administration as he moves into economic development and environmental protection. A pound of prevention is worth, no, what is it? An ounce of prevention, a pound of prevention is worth a ton of cure, how's that? So I stand with Governor Weld in making sure that pollution prevention is part of the way we look at development proposals. And finally, as Bob Weir of The Grateful Dead said last week in the New York Times, it's time that public officials support development that is ecological and economically sustainable. And I'm with Bob and I'm with Bill. So thank you very much.

(Applause)

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**IAN MENZIES:** Yes, thank you very much. That was excellent. On the questions now, the Secretary has time for two or three questions and would you please use the microphones if you're sort of distant from us.

**QUESTION:** Secretary Tierney, I'm David Soule from the Metropolitan Area Planning Council, and I appreciate all of the efforts and your comments about regional planning. There are two proposals that are in our Metro Plan activities which I wanted to see if you could comment on. One is we're very afraid that the Clean Air Act is going to come down with a big hammer because we're showing a very wide gap between what we need to do and what it looks like we're going to be able to do, and I wonder if you could comment on that. The second proposal that's in our Metro Plan the reenactment, the opportunity to revisit the question of a local option land bank, which would allow communities to use the real estate transfer tax to possibly purchase under local option some open space toward the land use activity. I wonder if you'd comment on either of those.

**SUSAN TIERNEY:** Let me say that I will be happy to get back to you on the latter; I'm very interested in maximizing the opportunities of public agencies at all levels to access and protect open land, and let me look at the specifics of that one because I'm inclined to say that I want to support it, but I want to make sure that we're on the same wavelength.

I could spend all day talking about the Clean Air Act and I won't, by the way. (Laughter) The Clean Air Act is one of those things to which I want to draw people's attention. This is major stuff for Massachusetts. We will have to reduce by the end of this decade 21% of the tonnage of air pollutants going into the air, compared to 1990 levels. So if we are having any growth in emissions from new sources, either cars or stationary sources, in the next decade, we've got a lot of work ahead of us. I don't like to call it a hammer, because the Act invites so many opportunities for doing things to clean up the air in new ways. For example, it invites having a stationary power plant or, a smokestack industry, to buy up dirty automobiles and get them off the streets faster than natural forces would get them off. Or it invites having that smokestack industry figure out how it could get the same amount of reductions cost effectively. So it invites a lot of creativity. The bottom line is we have a major effort ahead of us that I will draw people's attention to over the next few months because we have so much work to do.

**QUESTION:** I want to comment on the question of primacy of the state in implementing the Safe Drinking Water Act. Many of you may or may not know that as part of House One budget proposal, the way in which the Department of Environmental Protection



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(DEP) has proposed to live within the budget that is allocated to the Department, after the result of painful planning and identifying the choices we had for service delivery options, we opted to propose that the lesser of evils, you know, was to send back to the federal government the implementation responsibility for the Safe Drinking Water Act. That was done after sober review and was clearly done because we believe that is an area of policy that the EPA cares very much about. We have every expectation that if it in fact ends up happening in that way that EPA will bring to bear the resources to make sure that the Safe Water Drinking Act is implemented in Massachusetts responsibly. So it was, again, after careful weighing of our options that we decided that among the various federal programs that we reluctantly offer back, that would be the one. .

**QUESTION:** I'm from the Boston Redevelopment Authority and we're very pleased to hear you and Secretary Tocco talk about regional planning. A question is, at the end of an economic development plan that we all know would be tied to environmental issues, would the state's environmental process be changed?

**SUSAN TIERNEY:** The question is, the question I'm going to answer, how's that (laughter), is once the state proceeds to develop economic development plans for each region, how will the permitting apparatus at DEP respond to that. That's the one I'm going to answer. (Laughter) We hope that it will respond effectively to that. Starting in July, we've made commitments that every one of the regional offices of DEP will have a sort of a one stop customer service window concept. I'm sort of being facetious now. We want to have in place at all of the DEP staffs the capability to have an applicant come in, have the forms all in one place for all of the permits that are available for that project, have one point person who answers questions and provides a bridge back to the permitting analyst at DEP. That is part of a multi-year project that's been underway, as you know, at DEP to shrink the amount of time that is available for permit reviews. The timely action commitments of DEP began in January of 1991. They were reduced in terms of the time that was available in July of last year, and we are committed once again to shrinking those time frames for review and enhancing the clarity of review. Additionally, we are encouraging that DEP, to the maximum extent possible, gets its comments in to MEPA so that in a single place there is as much cross media comment from DEP, to the applicant and to the public so you can see the tradeoffs between use of water, air emissions, so that information is maximized early rather than getting strung out in a serial review process later on. So we're trying to do just that. Yes?

**QUESTION:** Secretary Tierney, I'm Tim Brennan from the Pioneer Valley Planning Commission, Massachusetts' Midwest. About a year ago, I spoke to you when the

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Executive Office of Environmental Affairs (EOEA) was beginning to sort out its priorities about a spectacular resource in the western part of the state called the Connecticut River. As you may recall, we have finished studies on the lower portion of the Connecticut in terms of how to bring the quality of that water up to Class B. We really view this in our region as our Boston Harbor project, and I guess today what I want to do is to up the ante in terms of the very long list that EOEA has, get this on the list and move it up. Particularly in the context of both the environmental strategy you've been talking about, but also in terms of an economic strategy. I think our region has premier engineering and environmental resources; many of those are working on the harbor here. I'd very much like to bring them home from time to time to clean up the Connecticut. It's a resource problem, it's a \$390 million project, and I want to encourage you and your colleagues to work with us because we're going to go on a full court press with this project in the coming year and we think it's appropriate inasmuch as again, you know, there's been federal legislation passed for the County Wildlife Refuge, which takes in all the Connecticut in our region and other states as well. *Conte*

**SUSAN TIERNEY:** I've been trying to do just that in preparation of doing whatever can be helpful. I spent in developing this wish list that I mentioned of how we might identify parcels of land that were very important to protect water quality and open space and agriculture protection purposes. I spent all day up and down the Connecticut River looking at agricultural restrictive land opportunities and other opportunities for doing just that. They are part of our wish list, among other things, so that, yes, I absolutely would like to work with you on that.

Tierney: Yes?

**QUESTION:** Secretary Tierney, my name is William Grimes; I'm with the Back on Track Organization Citizens Group that's been working for the last 6 years to urge the restoration of the Old Colony rail line, and we're very much encouraged by the attitude of the Governor and of Secretary Taylor and of the Administration in general to the restoration. I was very encouraged to hear your words today about the regional approach and the clean air and all of these things which we have been urging as strong points of the restoration, aside from the economic growth that we feel it will promote. I would like at this time to thank you for your past assistance and to ask that you stay with the project, supporting it, because coming as I do from Hingham, as you may know, we do have a small pocket of resistance there, and I (laughter) I think that the regional approach and the benefits for the entire Southeastern Massachusetts region outweigh whatever small matters could be addressed on the local level.



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**SUSAN TIERNEY:** Just so that you know, I can't think of a single project that I happen to work on where we don't have resistance on one side or the other. So this is familiar turf and I'm strongly committed to mass transit for air quality improvement purposes. So, thank you for your comments.

**IAN MENZIES:** That's a very nice note to end on, I think. It's at least a positive one. And great thanks to the Secretary for, as usual, a very excellent presentation.  
(Applause)

**IAN MENZIES:** I'd still like to know how fast your car goes apropos John DeVillars. Has he tried it? (Laughter)

I wonder now if I could ask Daniel Grabauskas and Representative Janet O'Brien to come up. Daniel Grabauskas is a native of Worcester, now living in Arlington, and a 1985 graduate of Holy Cross (political science). He oversees the day-to-day operations of this most active secretariat, which employs 200 people. His duties include developing municipal and housing policies, and administering a variety of federally-funded, anti-poverty programs, which directly impact the Commonwealth's 351 cities and towns. For four years, he served as chief of staff in Senator Mary Padula's office, and in 1990 managed the successful senate campaign of former representative Richard Tisei. He specialized in legislation before the taxation ways and means and housing and urban development committees, Daniel Grabauskas, deputy secretary of Communities and Development.

**DANIEL GRABAUSKAS:** Thank you very much. I think you always wonder when you pinch hit for your boss, whether or not someone who might know your boss is going to say something like, I know Mary Padula and he's no Mary Padula, or something like that. So, I hope I can serve her well today in my remarks. I want to say that, pursuant to the two previous speakers, there really is some inter-secretariat cooperation, such like a lot of the people who have been in the individual secretariats over the past several years have said has never happened before. I am greatly encouraged by the fact that Secretary Tocco, Secretary Tierney, Secretary Padula, and for that matter also, Secretary Taylor, are all working together on a number of different inter-secretariat task forces in order to accomplish the different goals that we have set, that the Weld Administration has set for itself.

I guess one of the things I want to begin by saying is we think that there are some major changes going on at Executive Office of Communities and Development (EOCD), as many of you may know. In the past 18 months or so, or, more like 14 months, there

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have been three different secretaries of communities and development. And we, in that regard, are the new kids on the block. Secretary Padula and I have only been at EOCD for about six months. In fact last week was my six month anniversary. However, we also feel that there are some major changes that are taking place at EOCD, and it has everything to do with what's happening right now in our communities. It's a movement that we think recognizes that it's no longer business as usual, either for the state or for the local governments. We think also, in that regard, EOCD is definitely an agency that's at a crossroads, that we're making decisions and choices that have a long and lasting impact on our communities on three major fronts that EOCD deals with: (1) community development, (2) housing and (3) municipal services. One of our roles at EOCD is to be the place where local government can connect to state government. EOCD is the agency that recognizes the complexity of the decisions that local officials are faced with day to day, that knows what resources you have in these circumstances these days, what you don't have, and understands the obstacles that get in your way. We share, obviously, the common commitment to serve our communities in good times and in bad times. We need to move past the out-of-date belief that individual decisions affect only a community's housing stock, or only economic development, or only social services or only the school system, or only that particular community that we reside in, for example. It's essential that we understand that the choices we make for one of these areas does have consequences for all of the others. And hence today's forum, which is so important on a regional approach and regional planning. It's part of our new holistic approach at EOCD which acknowledges that to make our communities whole, we must deal with the whole community and its interrelated parts. But in addition to that, it's a concept that recognizes that our smaller communities will not be healthy, as long as our cities are not healthy, and our state will not completely recover unless and until the communities are each, individually made whole.

The task Secretary Padula has defined for us at EOCD is a broad one, help our cities and towns provide the best quality for our citizens. But, this means specifically planning for growth and community development, while, at the same time protecting our most precious resource, which we've talked about and will talk about today, our environment. If we develop our communities, frankly, at the expense of our environment, we've ultimately destroyed the most important component of our quality of life that we've been seeking to preserve. In fact, environmental protection, though, can fuel innovation and create business. It certainly is no barrier. Protecting our environmental resource has, in effect, spawned new industry and all its related benefits. As a dual example of the inter-governmental cooperation, I cite the founding of a new company in central Massachusetts by the name of EnviroPlastics. At the ribbon cutting, Governor Weld was there, Secretary Tierney was there, Secretary Tocco was there and



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Secretary Padula was there. We (EOCD) were there because through our economic development set aside program, we were able to be the mechanism for gap financing to get EnviroPlastics up and running. It took a previously vacant building and is going to create, in the next year, 25 to 30 jobs estimated. Obviously increase the tax base for the town and will, by what it does, reduce the solid waste stream to the land fills.

EnviroPlastics is a company which takes previously unrecyclable plastic, primarily the milk jugs we're all familiar with in our refrigerators, and turns them into usable or reusable plastic materials. That is a wonderful cooperation where we have growth, we have environmental responsiveness and resourcefulness, and we're hopefully going to help to raise the economy and economic growth at the same time. But it's not anything new. It's maybe just one of the newer along the pipeline.

According to the Environmental Business Council, Massachusetts is home to an estimated 200 to 300 firms employing some 30,000 workers involved in some capacity with environmental concerns. As other regions of the United States and the world strengthen our own environmental controls, some of which have been discussed earlier, air quality and what-have-you, our goal is that EOCD will assist Massachusetts' firms and towns to put them in the driver's seat. There are many things that we can accomplish working together, and we're not limited to the conventional EOCD. Cape Cod Commission, which has been mentioned earlier, is an example of an innovative locally supported regional mechanism, which will plan collectively for the future. I know that the executive director of the Commission is going to be speaking later, and I'm sure he's going to elaborate on the positive impact that the Commission is having on the Cape region. I know Secretary Padula has seen some home-grown, regional dialogue starting up over the past year -- communities contemplating long-range solutions to fire services or code inspections or designing shared purchasing consortia. We can help by simply providing a regular, or, in some cases, really simply providing a regular forum where mutual concerns of several communities can be discussed.

Planning is another area where regionalization is utilized successfully. Many of you here are familiar with one person I'm going to introduce later, Mark Siegenthaler, and also a counterpart, Don Schmidt, at EOCD who, over the past years, have worked with many of you in terms of regional planning. We continue and wish to continue strongly our outreach efforts at EOCD, and we encourage you to utilize whatever technical assistance we can offer through our offices in that regard. It's essential that we continue, also, to explore other partnership opportunities, both on the regional and local level involving all aspects of the community. By working together, we do think that we can frame new ideas and approaches to community development that ultimately are going to, we hope, drive economic recovery to benefit the entire Commonwealth. It's going to take a lot to make communities whole.



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I've already detailed a pretty broad and ambitious program, and we think that from our agency's vantage point, one of the things that recovery is going to have to include is a look at housing. With record foreclosures, it's true that housing has been a drag to our recovery, and has certainly been a drain on resources. By addressing these problems, a significant contribution, we think, can be made to turn things around. One of the biggest challenges that we recognize that we face in EOCD in 1992 is to make sure that we develop a workable program to assist in the disposition of foreclosed and bank-owned property in Massachusetts. The key is to come up with a plan that would insure that the release of this inventory back into the marketplace is carefully managed so we can avoid negative impacts on housing prices and certainly on the economy in general. We've already had several meetings with the Federal Deposit Insurance Corporation in an attempt to come up with agreements to market and dispose of, theretofore, closed properties directly through EOCD or with EOCD counsel. And we're in similar negotiations with Fannie Mae. We've come up with -- what our talks with FDIC and with Fannie Mae will be including -- a comprehensive, exciting, we think, housing initiative, that we've been working on for the past six months since we got to EOCD. We're putting the finishing touches on it and we hope to present it to the Governor for his review next month and for public discussion soon thereafter. Our initiative, by the way, regarding housing has focussed on maximizing the limited state resources to leverage federal dollars, private sector investments, to make a significant housing based contribution to stimulate economic recovery. We're looking at housing as a catalyst that can drive community revitalization and stabilization.

With all the talk about moving forward, there are a lot of things taking place right now that I don't need to detail for many of you that are disruptive and really causing great anxieties in the individual communities that it's difficult to move forward until we take care of the problems that are burning at our front door. However, we really do want to look at housing as a catalyst that can drive community revitalization. Really, as a catalyst. Creating a positive environment for economic development in the neighborhoods can help to fuel recovery that will lead to optimism and ultimately consumer confidence in the economy. It's clear that decision making about community development must no longer be reactive, incremental, expenditure driven. Consequently some of the common themes which run through our housing initiative reflect a basic commitment to making our programs at EOCD more user friendly, as was mentioned earlier, more responsive, more efficient, again with that regional approach as well.

We recognize that it is no longer business as usual if we're going to deliver successful programs to our customers, each of us. What we're doing is embarking on a major effort to streamline, to simplify, and to provide ready access for housing resources. Making our programs more responsive acknowledges that, at least for right

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now at EOCD, the days of simple bricks and mortar housing policies are behind us. We all know the resources are extremely limited and we need to focus on making the most of what we currently have. We must leverage other resources and concentrate not only on getting the foreclosed inventory back into the pipeline by preserving, also, the valuable affordable housing that already exists before deterioration, speculation place further burdens on our already stressed cities and towns. Finally, in this regard, boarded up, burned out housing doesn't benefit anyone. As families are forced out, drug dealers move in, neighborhood quality suffers and the value of the surrounding property plummets. Where it makes sense we should be investing in our neighborhoods, not walking away from them. It's a commitment that we are making at EOCD and we are working on ideas to implement those commitments. I guess I would just, to conclude on the housing, just consider the consequences as we realize it at EOCD in not making the investment.

Displaced families, public health and safety hazards: We've got to start investing when a neighborhood begins to show the first signs of blight, not after it's declined to the point of no return. And this Administration's emphasis is clearly going to be on prevention. Additionally, in these tough economic times, it's imperative that local governments have a management capability and know how to spend the scarce resources in the wisest and most efficient manner possible. As a result of budget cuts, and because of the sense of urgency in getting things done at the local level, EOCD is restructuring the way in which the agency delivers on municipal services to better respond to the emerging needs and trends in the communities. These are going to be customer-driven, flexible programs that recognize that the vital needs of one community are oftentimes very different from the needs of another. In designing these programs, EOCD understands that one size to fit all policies doesn't work. We need to support innovative solutions and provide incentives to develop professional management capacity. And by empowering local governments we enable them, you, to come up with your own solutions to address community needs.

One specific point I might touch upon is, we are very pleased that in the fiscal year 1993 budget, as submitted by Governor Weld, Secretary Padula, prevailing upon the Governor as an advocate for the cities and towns, was able to get included a municipal assistance program which is valued at I believe \$3.3 million, to reinvigorate some programs that many of you have been interested in but had gone by the boards for the past couple of years -- strategic planning, education and technical assistance grants. This particular program of individual grants we hope will support inter-local cooperation, regional planning, personnel training, effective land-use planning, strategic planning, total quality management. Secretary Tierney, for instance, mentioned the Canoe River Project as a success. That project was a recipient of a strategic planning grant from



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EOCD. And this is the type of thing, while it may have been dormant for the past couple of years...one of the good things about Mary Padula maybe not being here is I'm allowed to toot her horn a little bit, and that is to say that you really have an advocate for the local communities now sitting on your side, and she is excited about the fact that incentive based, strategic planning, and many other things are back and we're going to try to make them better than ever.

We do need to begin to think strategically and to involve all the actors in all the sectors of our communities where a viewpoint, perspective or experience can help in our individual decision making in the long run. I think we all agree that the last thing we need are more Chelseas, but we're finding as we work with the city of Chelsea, and the receivership, that we can learn from what's gone wrong there, and EOCD can help to develop some ways to prevent what happened in Chelsea. We are working, Jeff King, one person who, perhaps, when we have our answer, question and answer period, you'll have a chance to talk to him...is working to develop in Massachusetts an early warning system to anticipate Chelseas before they happen. It's a program that would give local governments the tools to make their communities stable and to keep them that way. But, even more than that, it's a preventive program that anticipates needs and addresses them, saving invaluable time and resources. It's a program, again, with an emphasis on prevention.

EOCD has a wide variety of programs that many of you are familiar with. And I'll tick off a few that we continue to want to work with you on, the small cities program. Again, the economic development set aside program, which I mentioned in relation to the EnviroPlastics Company, which, incidentally, has created 1700 jobs and increased local tax revenues in 35 communities since its inception. Obviously you continue to work with our Main Street grants, community development corporations, regional planning agencies and what-have-you. As I mentioned earlier, we're re-energizing EOCD's municipal assistance efforts, so we can be the user-friendly agency to local governments, and we're eager to be available to you for information and for support. Our municipal division today can provide technical assistance in a wide variety of areas, including community development, zoning, planning, charter reform. So, I guess I would conclude by saying, truly, our plate is very full, as is yours, and we must work to find ways to keep our eye on the ball to make sure our day-to-day dilemmas don't prevent us from forging a long-range, regional approach and vision for our cities and towns. Thanks very much.

(Applause)

**DANIEL GRABAUSKAS:** If I may, -- two people that I did bring with me, realizing my own limitations when it comes to offering technical expertise in answering questions, but

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also to take advantage of the opportunity to introduce two people who are very key in what we are doing at EOCD, I'm going to take that advantage and introduce, first, Jeff King. Jeff is the agency's new director of policy and planning and he is the one who was helping to develop a lot of the early warning systems that I mentioned earlier. He comes from a local community and has been an invaluable resource in the past six months since he's been there. Somebody that I'm sure many of you know and will continue to work with is Mark Siegenthaler, who works in our regional planning agency. One of the great things about going out and giving talks to groups that have to do with planning or regional planning, zoning, what you have it, it seems that the names Mark Siegenthaler and Don Schmidt get bandied about quite a bit and it's always in the positive. And it makes us feel very, very pleased. So, if you have any questions, I'd be happy to try to answer them or, if you have any specific questions, perhaps I can call upon the so-called experts.

**QUESTION:** Hi, Bill Newton from Central Mass Regional Planning Commission. You mentioned some money that has to do with, I guess, with some regional planning. The \$3 million that's in municipal assistance. Can you expand on your ideas in terms of some portion of that for regional planning? What's your thinking on that.

**DANIEL GRABAUSKAS:** OK. I don't know that we've gotten anything too specific. I'm not sure how many of you are familiar with the new budget process, but rather than line items, there is program-based budgeting. And within the fiscal year 1993 budget, as filed by the Governor, there is a municipal assistance line item valued at \$3.3 million. And our intention is to re-institute and reinvigorate strategic planning grants, incentive aid, technical assistance and education. Some of you, the latter two, some of you may be familiar with. We used to do work with local universities, community colleges, in terms of bringing in local officials and giving them some different seminars on some of the new things that were happening. And we intend to try to reestablish that. In terms of specifically regional planning? Certainly, as I mentioned again, Canoe...that is going to be something that we're definitely going to be doing as an emphasis to strategic planning grants. We're not detailing what we're going to tell people to do with the money. We are, just as it was before, I think we're going to be asking people, we're going to be soliciting people to come to the EOCD and we're going to dole out the money, as it were, to each of the communities to let you decide what it is that you need to strategically plan for. .

**QUESTION:** Bob Sherring, planning director of the town of Barnstable. I hope you can hear me. There is today an incentive to try to create higher paying jobs; to create



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opportunities for an industry that creates the self-sustainability of individuals to make their own way in life. Is there any particular emphasis within the department that would allow that to happen at the local level.

**DANIEL GRABAUSKAS:** Specifically, for housing or economic development?

**QUESTION:** Both.

**DANIEL GRABAUSKAS:** OK. In the area of housing, I will tell you that we will continue at a minimum to support what housing that we have out there, the affordable housing for the low and moderate income individuals. As I detailed in my remarks, we have been working with the Federal Deposit Insurance Corporation. We have been working with Fannie Mae and other institutions in order to try to access their properties that are distressed or foreclosed upon for the first time home buyer, for instance. In Washington, there were regulations that were going through about four months ago that detailed the maximum income eligibility and also the maximum price for a house that the FDIC would be able to negotiate with an entity like EOCD. Secretary Padula prevailed upon our congressional delegation, specifically with Congressman Frank, and we were able to have an amendment passed through Congress, which he sponsored, which, in fact, raised the income guidelines and also the price for a home, specifically tailored for Massachusetts. You know, I don't need to tell people here what the cost of housing is in Massachusetts, and the national approach that the bill was attempting to take didn't really address the particulars of Massachusetts. I am pleased to say that amendment did pass, and that we are going to try and expand our purview from low-moderate, from low to the moderate as well as higher income individuals, and make that realistic for people in Massachusetts. In the economic development side, there are a number of programs, most of them are through the federal government that we administer. For instance, like the economic development set-aside program, which is a gap financing mechanism that can go to, or, rather, a company can come to EOCD and say that they put together the proposal, they've got the banks on board, they've got local community on board, they've got their own private investors on board, but, because of the capital crunch that we are currently in, companies that perhaps otherwise in many instances the applications we're getting are companies that could have gone to banks two years ago, but now they're coming to us. And, we're able to come in and say, the requirements of the program, for instance, it requires that it either will create jobs or maintain jobs for low and moderate income individuals as one emphasis that the federal government puts on it. And we're able to come in and we're able to make that company viable, economically, get on the boards, and, again, in the case of something like EnviroPlastics, I am thrilled

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to say that it also is a cooperative effort, which, I think, addresses some of the environmental concerns in Massachusetts.

**QUESTION:** Follow through. Is there any continuing effort to provide better economic opportunities offering higher as well as moderate and low paying jobs.

**DANIEL GRABAUSKAS:** I don't think that they're mutually exclusive. I think the fact of the matter that you are taking low and moderate income individuals currently and getting them into a growth company, for instance, like EnviroPlastics, as that company grows they're going to be paying higher wages and a good portion of the work that is done at that particular company, as I recall from my cobwebbed brain, did include some rather high-paying jobs as well. At least the potential certainly was there. OK. Are there any other questions?

**QUESTION:** Earlier, Secretary Tierney had mentioned that an ounce of prevention is worth a pound of cure, or she put it into tonnage. My concern is that while we may be talking about first home ownership opportunities, particularly where many properties are being foreclosed, in some of our older urban centers, there are literally thousands of homeowners that are facing foreclosure. Do you envision any programs coming down that will help them prevent the loss of their homes or provide assistance to them so that they don't get themselves into a situation where they do lose their homes?

**DANIEL GRABAUSKAS:** I wish Secretary Tocco were here, and then I could say that sounds like an economic recovery type question. Certainly there are a number of causes why people would be being foreclosed upon. As far as I know the biggest problem is the unemployment rate and people holding a job and the fact that once unemployed it's difficult to hold your mortgage. I think that, maybe if that is the last question, it's a good way for me to broadly answer it and say there's no way that EOCD particularly could have an answer to that question. I think that in cooperation with Secretary Tocco and the work that we're doing with him, and the EOCD, and the other secretariats, that we are sitting down now and we are talking about an overall inter-governmental strategic approach to trying to accomplish the goals that we all have which is a better, stronger, more viable economy. I don't know of any specific programs. There's none that we're particularly talking about which would get to an individual, in that gray area where it looks like they may be foreclosed upon, but certainly it's an overarching question that, as the economy would get better, as we'd be able to employ more individuals and, to this gentleman's question, to hopefully employ individuals in more higher paying jobs. I hope that we'd be able to as an entire state answer that question and get to economic recovery.



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**IAN MENZIES:** Thank you very much, Mr. Deputy Secretary. Everywhere I go I hear nice things about Representative Janet W. O'Brien, and I mean in the sense of intelligent admiring compliments. As I said in my introduction, Representative O'Brien is trying to breathe life into the ongoing question of how best, and with minimal trauma, we can bring Massachusetts up to date in dealing with land use, planning, regionalism, growth and the environment through new and revised legislation. Representative O'Brien is chair of the local affairs subcommittee on land use and growth management. She's trying to produce substantive legislation from the report of the Special Legislative Commission on Growth and Change which, regrettably, was left somewhat slowly twisting in the wind. She has an appropriate background to deal with this challenge: a degree in economics, an environmental fellowship, and an MPA from Harvard, and her professional experience as a certified district court mediator will doubtless prove useful. She has also served as a Hanover selectman, as chairman of the selectmen for four years, and she's also served on the planning board and the growth policy committee, and as a government mediator. Representative Janet O'Brien (applause).

**JANET O'BRIEN:** Thank you so much for that wonderful introduction. I think I ought to sit down now. I'm really honored to be here this morning, and to be able to follow such a distinguished panel. It does make me feel humble. I'm a freshman legislator, a really new kid on the block, and when I undertook this process initially last year, folks asked me how I happened to be involved, and all I could think of was that great line of Alexander: "fools rush in where angels fear to tread." Well, here I am. I've often been to these forums in past years and come away energized and excited, and this morning is no different. Listening to the various secretaries here has been very exciting, and to listen to their vision, which really is a coordinated vision, and very similar to what I think we're trying to do with my legislative committee.

This morning, I'd like to give you a little bit of the background, talk then about the process that we're undertaking, and what our vision and action agenda is, and then I'll try to be brief so that you can ask questions because I'm sure those of you that followed the Growth Commission are interested in what's really going to happen. When I came on board as a new legislator, my first choice was local affairs, and with my background you can understand why. As we sat through the hearing process, over and over again I heard particular proposals be referred to study, and for those of you that know the legislative process, you know that things either are reported out favorably, unfavorably, or they go to study. Well, naive that I am, I thought study meant study (laughter). I found out that it really means deep-6. Not in all cases, that's a little facetious, but I did think that there were a number of issues that had arisen over and over again, and things



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that really did merit study, and some of those were particular zoning issues that had been filed, and I think that there hadn't been any real consensus, or the proposal had been rather sketchy. And then the other real issue that emerged was what was going to happen with the recommendations of the Growth Commission.

So, when we started the committee, I asked the chair, I said well what are we going to do about some of these things, and he said, well, you can do something about them, and I'm going to appoint a subcommittee, and you may be the new chair. So, here I am. But it's been an exciting process for me. The two really major goals that the committee was to undertake was to look at some specific proposals that had been in study and to provide a home for those who had been working on the recommendations of the Growth Commission. And some of you heard last year the report of the ad hoc Growth Committee. So, those were our really first missions, and probably the guiding missions. I then established six working groups from the beginning of my subcommittee, and those working groups covered some of these particular zoning issues: centralized filing which was signed into law by the Governor this past year; grandfathering, and that refers to some protection for subdivisions, we have proposed legislation on that this year; we have a subcommittee or a working group on regionalism; one on citing of controversial facilities; one on the Growth Commission, which I'm really going to talk about this morning. So, we have been involved in a number of issues. And I think it's most interesting that the process is really the important part of what we're doing here, because what I've tried to do is to create a process that brings to the table all of the actors that have a stake in what we're doing. I think that's very important, because those of you who have worked in the public sector, and particularly at the local level, know that if the stakeholders don't sit at the table, that the chances of something getting passed, or even if passed, becoming implemented, are really very small. So, what I tried to do was to reach out from the groups that had been involved before and bring to the table other people who really cared about growth issues.

We hear a lot today about sustainability and what it means for the environment, and the economy, and I think it's critical that if we are going to have sustainability that we start to look at these issues with a very integrated and holistic approach. And that means inviting everybody in. And so to that end I have asked a number of different folks to sit at the table. If you remember, in prior years we've had government officials, planners, environmental groups. I've tried to bring to the table business groups, non-profits, taxpayers, economists, and lots of different ideas, and lots of different perspectives, because I think that's what will make a very healthy process. And I have been, I hope, successful, not because of me, but because so many people are interested in this issue. When we have our meetings, we usually have anywhere from thirty to fifty people around the table. That's exciting. And those people come ready to

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work. It's a consensus building process. Some of the folks there are people like Katharine Preston from 1000 Friends. I have Terry Fancher from the South Shore Chamber of Commerce. David Soule from MAPC, I have Garen Bresnick, from the Home Builders Association. I have the realtors, I have international shopping centers, AIM, all kinds of people who really care, the banker's association, and it was interesting because the representative from the banker's association said people usually don't think of us, but we own a great deal of real estate today. So, they are interested. And I have tried in bringing the group together to ask everybody to leave rhetoric outside when they come in the door. This isn't a place to politicize the process because we all know what everybody's perspective is. What we're there to do is to work, and happily everybody is working, and all of these folks have contributed substantively to the process. My committee has really no budget to speak of. I have \$250.00 for postage, I have no staff, but my staff is really the group of people that sit around the table, and I have to say that David Soule from MAPC has been wonderful. He's provided all kinds of resources for me and clearly things that I couldn't do because there's no money to do them. So, I really want to take this time just to mention him and to thank MAPC for being willing to commit that kind of effort and energy.

So as we go on in the process what we have tried to do is to formulate and perhaps to streamline the goals that emerged from the previous process. And to simplify them and perhaps add some things from some of the new perspectives around the table. And in doing that, we are trying to articulate a vision for what we are doing. And just to go on from that a little bit, because it does sound a little bit like we are sort of theoretical and off on the sky here. We are not. I have told everybody that each meeting will end with a specific task to be accomplished by the next meeting. I expect action and I have told people that I will not allow this process to deteriorate into just a talking process. We leave each meeting with a specific action item for the next week or the next month, actually. We are meeting once a month. And so I think having that kind of a focus gives people a feeling that they are accomplishing something. I would like to just mention what I view my role as the chair of the group. I look at myself as being a facilitator. And also to provide structure to the process when needed and to provide a focus and to sort of crack a whip if I find that people are wandering off the track and not focusing on what it is we need to do.

I would like to just speak a little bit about what we hope to accomplish in narrowing down those things that we are going to be undertaking in the next year. I know some of you will be disappointed to hear that we are not developing a comprehensive growth agenda. That we are not developing something to overlay the structure that's out there, or to wipe it away and create a new structure. We can't do that right now for a variety of reasons. There are no resources and the structure that we have in place needs



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improvement. So what I have chosen to do is to try and improve and repair what is already there as first steps to doing something in the future to build towards a substantive growth policy agenda for the Commonwealth. I was excited this morning to listen to the talks that came before because it appears to me that the secretaries have the same view that I do.

What we have chosen to narrow our focus to is one, to remove barriers; two, to create enablers; three, to develop implementation mechanisms; and four, to create an integrated structure for all of these things. I then tried to translate those into what I thought were three priority items. The first of those was something that as a local official I have always been concerned about, and it has been a problem that's been identified by just about everybody for as many years as I have been involved. And that is streamlining the local permit process. So I have appointed a sub-committee to work on that. And for those of you who know the actors, the co-chairs are Garen Bresnick from the Home Builders and Sharon Wason from the Mass. Association of Planning Directors. And that's a great combination because they are both very dynamic people and bringing very different perspectives to the table but willing to work together. So there are a number of other folks who are working on that committee. The second committee is one that is working on regionalism. And it appears that regionalism is high on everybody's agenda. The committee that is working on regionalism is chaired by Representative Doug Petersen and assisted by Representative Pam Resor. They have been working this year and have filed a piece of legislation already to help communities come together in a variety of ways. It is important that communities can come together to provide services, to go out for joint ventures, to do planning, and a number of other activities.

So the first piece of legislation is rather narrowly focused on expanding the ability of communities to join together to do things that they now are talking about doing that perhaps they haven't in the past. And that piece of legislation was filed for this coming session. I am hopeful that it will pass. It also creates new ways of interacting. Previously, towns could come together for certain things. But regional planning agencies, in most cases, were prohibited from contracting with communities to provide certain services and activities. So what we've tried to do is broaden this so that we allow people to move among communities or between planning agencies and communities, or between counties and communities so that we allow a whole new group of structures to evolve. The second piece is a piece that MAPC has come forward with that looks at creating specific models in statute. So that every community that wanted to come together in a new kind of a region wouldn't have to have special legislation. And in fact that we could set out in statute certain models of activities for regions to be based on and that communities could choose to participate in those kinds of regions. So the regional group is undertaking that effort right now and that was a proposal that MAPC



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brought to the table. And I must say that they have been great. Also I want to mention Mark Siegenthaler from EOCD and the folks, Mary Waldron and Don Schmidt and the folks from EOEa who have also participated in this process. Not only in the big process but in the regional process in helping to develop legislation and reviewing those pieces of legislation that we've been working on to make sure that they all mesh together. Because this isn't just a legislative matter. It is a matter that really brings together the administration and the legislature in what I would like to call a cooperative effort. And I think that's really important that we all work together for those kinds of efforts. So the regional group has that as a task for this coming year and they will be working on that.

And then the last group that I have brought together will be a group looking at negotiation and mediation in land use, and looking at it in a number of ways. And I have asked Elizabeth Kline to chair that group who brings to it a wonderful background and a very keen intellect, and the ability to bring people of differing perspectives together creatively. We have the need for a comprehensive growth policy and also to be able to build consensus and resolve conflict so that we are together in the new integrative way of trying to approach these issues. I would be delighted to answer any questions.

**QUESTION:** My name is Phil Plageman. I am the Town Planner for Hanover. Jan, obviously many of us planners are very interested in the streamlining of permitting and I was wondering if you could tell us what, if any, legislation is contemplated in the near future and any details.

**JANET O'BRIEN:** Well, we've just started with that particular group. And what I've tried to do in establishing these groups is to let them run. Because I try to pick people that I believe have the expertise to do the job. And the only suggestion that I made to the group was that they first hold a planning process meeting at the local level. Because I think what's missing so often is that coordination and communication among boards at the local level. And that was certainly one thing that I asked them to review, and I think that was a good step to begin with. Even if we did nothing but require that all of those boards who have regulatory authority regarding a certain plan come together for a single hearing. I think that's a great step forward.

**QUESTION:** Any timetable?

**JANET O'BRIEN:** Well, I really couldn't tell you. I am hoping that we will have something that will be ready to file for the next session.

**QUESTION:** Representative, I'm David Soule of the Metropolitan Area Planning Council. I'd like to express for the entire planning community our appreciation for your stepping

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into the leadership of this. I think it has brought the issue back home where it belongs, in the legislature, in the political arena for the debates that are necessary. I have a proposal and a question for you. The proposal is really to Ian. We are talking about a major conference around the whole issue of land use. I know Katharine Preston and Larry Koff are interested in helping to co-sponsor it. I'd like the McCormack Institute which obviously draws a big crowd for your meeting to consider the possibility of working with us. So I am hoping to arrange something in the fall that would expand the work of the committee and the kind of dialogue that's necessary. The question, Janet, is some of the things around regionalism that are really important are the issue of clout and teamwork. We all applaud and are looking forward to hearing an update on the Cape Cod Commission. Do you think that's in the wind for the Cape Cod Mall around the state. Or, do you think that we ought to be looking at some different places, different ways of going about it and particularly around the issue of clout.

**JANET O'BRIEN:** Well, David I knew you would ask a question like that. Clearly I think the Cape Cod Commission is unique. And there is a unique geographic area that fits with that model. What I would like to see is a number of models that would recognize the difference in regions and the differences in communities as well. And the differences in the goals for which people come together because different groups may come together for different purposes. You may have some folks come together to provide fire service and another group might want to come together to provide ground water protection. So I think we have to recognize those variations. But I do believe we need teeth. I think it is important that there is a voluntary participation in these groups because otherwise we are going to come face to face with that kind of obstacle that is usually erected at the local level when somebody wants to take away local autonomy and local authority. So I think we need to tread very sensitively on that. But I can see communities willingly ceding authority for specific purposes to another organization. And I would hope that's how we are able to begin to build strong regional models.

**QUESTION:** One comment. Tim Brennan from Pioneer Valley Planning Commission. This may be a comment that I shouldn't make, particularly to you, but I will make it anyway. I think that anybody in the family of planning, whether you are a local planner or regional planner, needs your help and the help of your colleagues in terms of educating your colleagues in the legislature about the importance of planning. Planning unhappily and I think wrongly becomes a luxury in a period of fiscal austerity. It absolutely ought to be the opposite. We don't have enough resources, we ought to think and plan about how we invest them. We need to get not only to the people on local affairs, but we really need to get to your colleagues all across the legislative body. And I would encourage



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you, and you are probably again doing this, but I definitely want to encourage you to think about that role. Because that's a special role that you could be absolutely instrumental with us, again, regardless of where we come from. A community, a town, a region. If we do not educate the legislature, all of the initiatives that we continue to work on will continue to go nowhere.

**JANET O'BRIEN:** Thank you, I appreciate that comment because I really do think it is very central to what we need to do. And that is to get more resources into planning. EOCD in the past has been great at providing money for local communities to hire planners. And many of you know what's happened since the money has dried up.. That resource and that capacity at the local level is really critical. And I intend to attempt to educate my fellow colleagues. I have, to that end, tried to invite many of them into the process. And I do think there is a great deal of interest there. But it is clear that we continue to have very limited resources and so everybody is fighting for that small pie.

**MODERATOR:** Can I follow up on that question just for the benefit of the audience. These meetings that you are holding, are they public meetings and is the media invited?

**JANET O'BRIEN:** Absolutely. And in fact, although when I look at this crowd I don't think I can fit you all into my room, in closing I was going to issue an invitation for any of those here that are interested in participating. I would love to have you there. Remember if you come you have to work. Everybody there has to participate actively.

**QUESTION:** Janet, how does the invitation come?

**JANET O'BRIEN:** Well, we meet the third Wednesday of the month at 1:30 p.m. in Room 136 in the State House. And if for some reason we are bumped out, there will be a note on the door. But we decided that that was the easiest way for people to remember, rather than trying to schedule a new one each month. Just remember the third Wednesday, 1:30 in the afternoon, Room 136. And I would be delighted to see you there. If we could generate this kind of interest, it would be great.

**IAN MENZIES:** Thank you very much. We will now take a 10 minute coffee break. And as I suggested, people at the back next time can come forward.



**SESSION II**

**IAN MENZIES:** Would you please take your seats? There are plenty of seats up front. We are going into our second session now. We have one small change. Secretary Taylor was unable to get here today because of a last minute event -- a visit by Andy Card, the new Secretary of Transportation, to Boston this morning. And we are hoping for a lot of money in Massachusetts and our own Secretary is obviously doing his duty in welcoming him. But we are delighted to have his assistant, Thorn Mead, who we know quite well here at McCormack. And I just wanted to say that Thorn's responsibilities at Transportation include: the magnetic levitation and high speed rail in which we are all interested, restoration of Portland/Boston passenger rail service, rail freight, and double stacked clearance issues. Also the second major airport which is a controversial issue, privatization, intelligent vehicle highway systems, regional inter-modal planning, that is both state and inter-state. And he serves on the Governor's Task Force for the reuse of Fort Devens. And he is a member of Secretary Tierney's Air Quality Advisory Group. One of the things that has really delighted me today, I think with all of the secretaries and those who are pinch hitting for them, is this spirit of cooperation which I think is very important. And it is good to hear that Secretary Taylor and Thorn Mead are a part of that. Thorn Mead.

**THORN MEAD:** Thank you very much. I am delighted to be here at the McCormack Institute as we explore how environmental protection and economic development co-exist in Massachusetts. In discussing transportation's role in influencing these two policy issues, we often use the word balance and I believe incorrectly. To say that the Weld administration is using its transportation agenda to balance economic environmental health is to infer that these are two incongruous policy objectives. At EOTC we believe it is our duty as public managers to integrate these goals so that they may be viewed not as competitive, but rather as supportive of, and dependent upon one another. To do so we will not only bring Massachusetts into the 21st century, we answer a national wake-up call on transportation planning that takes the form of the new federal Clean Air Act and the federal Inter-modal Surface Transportation Efficiency Act of 1991.

The new federal transportation bill, signed by President Bush in December, is subtitled "moving America"; in reference to the physical movement of people and goods to jobs, homes and markets. But considering the bill's conceptual framework it might more aptly refer to moving America into the new era of global efficiency where environmental health is put on a par with transportation needs and economic growth. Significant in this legislation are the number of funding initiatives that allow states to

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consider transportation not simply as a means to transport but as a tool for responsible growth management -- for air quality improvement and for fiscal and environmental cost efficiency. I mention it here today not only because it sends 5 billion in federal funding to the Commonwealth but because we view it as the harbinger of a new period of cooperation where transportation advocates and environmentalists will be one and the same.

Massachusetts is fortunate in that it now has the fiscal resources to promote projects with multiple purposes, due in part to this new federal funding as well as the state transportation bond bill signed by Governor Weld last spring. We are now full speed ahead on a number of multi-beneficial transportation initiatives, including the Central Artery project, locally referred to as the Big Dig. This project not only affords us enormous economic opportunity with its thousands of immediate jobs and its potential for long-term economic growth in this area but it serves a number of key environmental needs as well. With its mass transit component and increased traffic flow, this project will result in a major reduction in air pollution. With the depression of the highway artery, 27 acres of new downtown land will emerge. And overall, the project will create 150 new acres of park land. Also there is the Old Colony Rail Restoration which will give Southeastern Massachusetts its rightful place in the commuter rail network opening up new opportunities for business development and increasing property values. The biggest selling point on the Old Colony project is the increase in air quality this alternative to driving will bring to its service area. We also have a new rail initiative which will integrate the objectives of the warehousing, manufacturing and rail industries by marketing commercial real estate that can be used for rail served industry. This initiative gives a boost to the labor intensive manufacturing industry while it promotes the use of freight rail which helps in our efforts to reduce air pollution and traffic congestion.

Our billion dollar mass transit system improvement will not only induce motorists to use transit, but it will make new commercial land areas such as the South Boston piers area accessible by transit. Meanwhile, station modernizations make transit use a more attractive option, while these improvements enrich our neighborhood's ability to attract responsible development. Fortunately, due to the new federal legislation, our transportation agenda has the potential to expand even further to include a number of direct, environmentally oriented initiatives. There is new money available for car pool projects and fringe parking. Nearly 250 million for congestion mitigation and air quality improvements. Funding to plan and construct bike way and pedestrian walk ways that can come out of national highway funds for bike ways adjacent to national highways, system highways. And a 60% increase in transit funding for fiscal year '93. A particular boost to transit is the increase in the federal matching ratio to 80%. And 90% matching funds for those projects that help states meet the requirements of the federal Clean Air



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Act. This funding is, of course, extremely helpful to Massachusetts as we continue to adjust our transportation agenda to the realities of our air quality problems. Titles I and II of the federal Clean Air Act pertain to transportation sources, which in Massachusetts currently make up 54% of our air pollution.

If we are to use transportation as an environmental tool, we must reconcile the statistic to our future planning goals. To achieve our air quality goals most visibly, improve traffic flow and increase Mass transit usage, we must break transportation patterns and consider alternative modes to transportation. And certainly we must incorporate inter-modalism, or the combined use of transportation modes for our personal and our commercial needs. All of us, from trucking companies to individual car owners, to the automobile manufacturers to public managers, must understand that to meet the premise behind the regulation we must view the Clean Air Act not as an obstacle but as an opportunity.

To illustrate the opportunities that often lie behind perceived obstacles, I would like to site the Utility Conservation Program that Secretary Tierney was instrumental in promoting. To meet the growing needs of their customers, utility companies in Massachusetts have traditionally built more power plants at greater fiscal cost to themselves, and great environmental costs to the Commonwealth. To allow the utilities to remain cost-effective and to promote environmental protection and energy conservation, a new conservation plan was introduced that was accompanied by cost-saving analysis that showed some surprising results. Through this program, utility companies invested the money they would have used in building a new power plant in conservation programs in their customers' homes and offices and actually saved money. This analogy can be used in a transportation context again, when considering the use of maximum efficiency. If we are to service more commuters needing to reach their work sites in Boston, does it make sense to pour money into car related incentives like new lanes, or lower tolls on the turnpike? Considering the air quality goals, shouldn't we invest in incentives like congestion pricing, car pooling, and mass transit alternatives. We are not saying this is an absolute new world view. What we are saying is that we have to start viewing the world in a new way. For Massachusetts this means maximizing our use of transportation and fiscal resources, minimizing the environmental and fiscal costs to society and integrating transportation planning and management so that we have the ability to make these kinds of choices now that we do have the resources thanks to the federal and state legislation.

In January, Governor Weld announced the development of the Massachusetts Inter-Modal Transportation Authority (MITA), which is the institutional initiative that will allow us to achieve these shared objectives. The premise behind MITA as we have all been calling it, is, we think it logical, but yet it is considered suspicious by those wishing



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to maintain the status quo. By combining the resources and the management ability of all the agencies and authority that oversee transportation, we will be able to make the responsible choices that best serve the public. In terms of maximum efficiency, we believe this makes sense. By pooling the resources of these agencies and authorities, we will produce a dedicated revenue stream that relieves transportation's reliance on general state revenues for funding. Furthermore, MITA would reduce inefficiencies and duplication of services that currently stem from agency overlap and disjointed planning initiatives. These cost savings can then be used on new transportation initiatives and at meeting a number of goals, including growth management and air quality. MITA will more efficiently allocate resources across departments, projects and programs insuring that critical needs such as those projects that meet clean air standards can be fully met. Without MITA we will have fewer choices and fewer solutions in the future. Without MITA we do not hold the comprehensive planning ability that allows us to view transportation as comprehensive. Without MITA we run the risk of fueling the same "us versus them" debate between mass transit" enthusiasts and highway planners that is just about as productive to Massachusetts as a race car is in a traffic jam. But with MITA we can answer the wake up call of this country. We can stop viewing transportation modes as separate from each other and segregated from that which we need to achieve economically and environmentally. With MITA we are more fully able to meet the challenges of the 21st century and to keep in step with the movement of America into a new era of global efficiency. Thank you very much.

**IAN MENZIES:** If anybody has any questions.

**QUESTION:** Would you explain the administration's stand on the massive parking garage that is connected with the Boston Garden project and would you agree that that policy on transportation suggests continuing congestion by encouraging people to use their cars to go to Boston Garden for events contradicts the kind of policy you promote?

**THORN MEAD:** That is tough. No. I think you make a good point. I mean I can't say why that was put where it was. That was planned long before I came aboard.

**QUESTION:** All you have to do is stop.

**THORN MEAD:** Would you repeat the question?

**QUESTION:** The question was why is the MBTA building a parking garage in downtown Boston as opposed to maybe investing that money in transit projects that leave people

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parking in the outside areas and bring them into the city in transit rather than giving them a place to park. Does that paraphrase the question? And I think personally I would prefer that there be more transit into Boston and that the MBTA build their parking garages out in outlying areas. Say, at the intersections of highways and railroads. I would like to see more of that in the future. It is interesting that the Conservation Foundation has also been mute on this.

**THORN MEAD:** Yes.

**QUESTION:** Mr. Assistant Secretary, my name is Dan Crane. I am with the Old Colony Planning Council. I am also a member of the Citizen's Advisory Committee on the restoration of the Old Colony Rail Project. I think we have a project here that is environmentally sound, will do great things for Southeastern Massachusetts in terms of a number of different ways. It is the kind of project that should be fast-tracked and put on the front burner. I think we have to use every opportunity at our disposal to impress upon you and the Secretary the importance of this project to Southeastern Massachusetts. And I hope that you will start to fast-track it through the system so that we can get construction on this project as soon as possible.

**THORN MEAD:** OK. I mean, my understanding is the funding is there, it is about to be advertised.

**QUESTION:** We understood that last year too.

**THORN MEAD:** Well, but the transportation bill wasn't signed by the President until December.

**QUESTION:** Correct. But I think that the message I would like you to take back to the Secretary is that we are extremely interested in this project. We would like to see some early activity on it, and hopefully that we won't encounter these delays until some future date. Thank you.

**THORN MEAD:** I will take that back, sure.

**QUESTION:** My name is Ron Monroe. I am the Regional Representative for the Aircraft Owners and Pilots Association. Our members, 300,000 of them, represent leaders in business in their communities and in public opinion. Many of them own their own companies. I have been listening with great interest today to the comments of these

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secretaries. And unfortunately all three of them who have an impact upon an issue which is of great importance to us are not here to hear my question. My question is how can we believe that there is really a commitment to economic development in the area when the attention paid to a vital component of the transportation infrastructure is being neglected? And that is the general aviation and commuter access of all local communities to Boston. And the major interference in that right now is the questionably legal development of an over-sized hotel contrary to an agreement which limited it to 90 feet, which precludes the completion of a bi-directional runway at Logan International Airport. This is vitally important for linking all of the smaller communities and smaller airports into the major transportation system. So my question is what is being done. We've asked repeatedly since last August, we have been stonewalled by Massport. And currently, while there is a flurry of tremendous activity, nothing seems to be getting done. Thank you.

**THORN MEAD:** Yes. I am not sure that the hotel would affect the position that we've taken on the construction of 1432. My understanding is that there are some injunctions that prohibit the building of this runway or the completion of it. And we have no intention of trying to, you know, break down that injunction or anything. I mean, if we are prohibited from doing it, we are not going to raise the issue.

**QUESTION:** My understanding of that injunction, which I've heard about for many years, is that the runway was stopped because there was no environmental impact report at the time. Massport has continually said we can't do it because there is an injunction. The only reason there is an injunction is there is no environmental impact report, and they don't have an environmental impact report because they don't want to do the runway. I would like to know why that is. I think really one of our, I didn't mention it, but I think one of the interesting things is that if we are talking about inter-modal transportation, approximately as I understand it, about 30% of the passenger traffic out of Logan is to the New York area.

**THORN MEAD:** That is correct.

**QUESTION:** And if we had high speed rail which could relieve that pressure, plus this runway which accounts for about 30% of the operations at Logan, I think you might not need a second major airport. And if you are talking about the environment, I think that a runway coming in over the water is a lot more effective for the environment than a 4,000 or 5,000 acre airport which would be similar to this out in central Massachusetts. Thank you.



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**QUESTION:** Barbara Bashevkin, Berkshire County. As you listed the focus of the spending of the federal transportation funds, everything there is very much focused on the Boston/Metropolitan area. And I wondered whether you think about the rural areas and whether you have any priorities for us in the far-western part of Massachusetts.

**THORN MEAD:** We are cognizant of the transportation needs in the western part of the state. We are constantly working on trying to bring a balance between the east and the west. And I am not going to say it's easy because it isn't. I would say west of 495 there are not a lot of opportunities for large infrastructure improvement projects. There are a few and we are looking at them.

**QUESTION:** Robert Sturgis, Boston Society of Architects, about MITA. Perhaps the media have given us the wrong impression, namely, that MITA involves creation of a coordinated agency with a czar at the head of it. To be sure, coordination and cooperation between those agencies contemplated is a desirable thing. But it seems to us that the Mass Pike, the Massport and MBTA at least are rather well run as they are and there is a question of whether to have a czar in control of all of those is in the best public interest.

**THORN MEAD:** Well, Governor Weld believes it is. And I think some of the things we are trying to do are. Again, it is a bit of a balancing act between east and west as far as turnpike revenues and some people see the MBTA as a black hole and others see it as a very necessary part of the Massachusetts economy. And I think the full proposal will be coming out soon. I don't want to say, I am not sure exactly when. And I think there will be a lot more information at that time on what we are proposing.

**QUESTION:** Bill Grimes from Back on Track. We have been working for six years to encourage the restoration of rail transportation in Southeastern Massachusetts. And like Dan Crane, I have been on the Citizen's Advisory Committee. And now as we see ourselves about to begin construction at least of the Kingston and the Middleboro and Boston legs of it, I want to make sure that there is a strong commitment of the state and of the department to the restoration of the Greenbush line and that there will be adequate funding to cover that.

**THORN MEAD:** We are all committed to that project. As far as I know the funding is there. There is money there and it is going to be spent on the Old Colony. So we would like to see that.

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**IAN MENZIES:** No more questions? OK. Yes?

**QUESTION:** Just on the rail issue you mentioned.

**THORN MEAD:** I think, yes, the question was the rail initiative and it had to do with manufacturing. We are trying to put together a group of rail executives, manufacturing representatives and some transportation people from our agency with the mission to attract manufacturing to sites located on railroad lines. We think rail is a pretty good way to move freight in and out of New England. It takes trucks off roads. I am sure all of you have been on 84 or 95 through Connecticut. And it is a terrible experience for somebody driving a car; there are an awful lot of trucks on that road. And we are trying to get manufacturers who can use rail into Massachusetts and move more of the freight in Massachusetts out on rail.

**QUESTION:** I would like to know if it would be possible for some of the funds that come into the cities and towns that are restricted for highway use be available for bike ways and sidewalk construction. This would help to alleviate some of our expenses for school transportation in particular.

**THORN MEAD:** The Transportation Act is about 6 inches thick. And I haven't gotten through it all. But there are set asides, or the availability of funding for pedestrian and bike way projects. We can use funding for that and we are looking at it. We are really looking at a much bigger picture right now. And that is how to consolidate all of our transportation funds into MITA and then distribute it amongst all of the different constituencies.

**IAN MENZIES:** Thorn, thank you very much for that presentation.

**THORN MEAD:** Thank you.

**IAN MENZIES:** Our next speaker is truly a man in the front line of this nation's most ignored challenge -- the saving of our cities. And what's more important, really, the saving of the people in them. I've said before and say again that one would have to go back beyond memory to find a President of this nation who knew anything first hand about cities except possibly JFK. Which is one reason why so many cities seem forever in distress. Brockton was once a great city. Is there any reason it shouldn't be again? Mayor Winthrop Farwell with a Criminal Justice and Law Enforcement degree, a long



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time police sergeant in the "shoe city," will tell us if the dream is possible, and how that dream might be made reality. Winthrop Farwell is a man who knows his city well. He has been a member of the School Committee since 1981 and as I mentioned a police sergeant since 1975. He is in fact president-elect of the Massachusetts Association of School Committees and his election to the Brockton School Committee in 1981 came exactly 100 years after his great-grandmother served in a similar position. The first woman to hold elective office in Brockton. He is a member of the Governor's local government advisory committee and a lecturer at the National School Board's Association Annual Convention. Mayor Winthrop H. Farwell of Brockton.

**WINTHROP FARWELL:** You've been here about 3 hours so I think maybe it's time I shake you up and maybe wake you up a little bit. The standard thing to say is that it is a privilege and a pleasure to be here and I certainly won't disappoint you. I will say that. But it is also very relaxing. Because I can assure you that being Mayor of Brockton is a little bit like the old Navy ad. It is not just a job it is an adventure! As a matter of fact, within 6 days of being sworn into office, someone planted a bomb in my parking space at City Hall, promptly went down to the police station, turned himself in, and announced that he was disappointed with the way the city was being run. If he had done that 4 years from now I probably could have understood his motives. But I think 6 days is just too short a time to accomplish anything. I might also add that a good sense of humor is very important to public life. Usually when I am asked to speak, the topics are "Brockton, a City in Crisis," "Chelsea and Brockton, Is There a Comparison?" "Can Brockton Survive the Economic Recession?" and now today it is "Struggling Cities." So at least I am on track. I am afraid the next one will be "You Can't Get There from Here." Seriously, it is a privilege to be here after only eight and a half weeks in office. And I can tell you that not only will we survive, we will end up thriving. And if that doesn't happen during my term of office, that is acceptable to me. I am less concerned with who gets the ultimate credit and I am more concerned with getting us back on track.

It may be for the benefit of those of you who aren't aware or who are not privy to the local news media coverage. I will just very, very briefly tell you what happened to Brockton so that you will know some of the perimeters within which we operate. Brockton is a city 22 miles southwest of Boston and we are begging for water. We have had for 20 years an ongoing problem with identifying and tapping an adequate water supply, which of course has restricted our ability to expand our tax base and encourage economic development. It is really nothing less than incredible. And I said this probably a week or 10 days ago at UMass/Dartmouth -- that someone could be the Mayor of the 5th or 6th largest city in Massachusetts, in such close proximity to Boston and Beacon Hill, and I find myself begging for help to identify how we can bring a larger water supply to the city so that we can expand our tax base.



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In terms of demographics, between 1980 and 1990, we lost approximately 13,000 white inhabitants and we had a tremendous increase in minority populations. We are a city changing. And I might add that that has been a strength. I see diversity in the community as one of our strong points. And I see as one of my challenges, not only in terms of economic development but just political leadership, tapping that diverse population and bringing everyone into focus on what we can do for the city. In terms of finances, we rolled up an aggregate debt of about 13.5 million over three years because various people, and I am not pointing any one accusatory finger, but various people over-estimated revenues and under-estimated expenditures. And we just fortunately paid off our aggregate debt by way of a bond issue. So that at least if something happens I will end up taking full blame, but I assure you it won't. Economic growth and development obviously is extremely critical to a blue collar working class city. Because what's happened is we've had to gradually increase fees for various city services -- water, rubbish, sewer and in the schools. And that has to stop.

I see three things as really being critical to economic growth and development. Very briefly, one is local initiatives and leadership, and I will talk about these as we go along. Regional planning and cooperation, and obviously state assistance. Now I don't know if there are any other mayors in the room. But I will tell you that one thing we can't do is we can't be mayors or public officials who sit around and whine about what we aren't given, about what someone else didn't do for us, about how the legislature has failed us or either the democrats are at fault or the republicans are at fault. We are elected to be leaders and we have to work with those resources which we are given. And I think at the local level we have to show, number 1, that we have our city finances carefully managed so that we portray a healthy image to prospective businesses. And I also think we have to form a team to help businesses and industry come into a municipality. And when I say a team I don't think it should fall solely on the Mayor or the City Planner or the Economic Development Officer. We have to work together. Along with, I might add, a carefully coordinated approach with the Board of Health, the Planning Board, the Conservation Commission, and the various entities of city government which can make a difference.

You are not going to encourage economic growth and development, and you are not going to survive as a city if you have a prospective business person come in and they are scheduled before the Planning Board on this date and then three months later we might be able to get you before the Licensing Board. And then maybe four weeks after that we can get you before the Conservation Commission. Someone at the local level, and I suggest it is the Mayor or the Board of Selectmen or City or Town Manager, has to take the lead and come up with a carefully crafted plan to assist business people when they want to locate in a community. And I have a couple of people on staff who

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have been directed and who have started the process to actually walk through the building with a prospective developer or business person and show him or her exactly where they need to go to accomplish what has to be done to get a project under way. We have to take the lead. We can't sit around and gripe and moan about what other people aren't doing for us. We have to help ourselves.

Now Brockton, incredibly, has not created a master land use plan, or has not revised its prior plan in a minimum of six years. Incredibly, we have not systematically reviewed our zoning ordinances for 23 years. Stop and think about how the city has changed and society has changed since 1968 or 1969, and the same zoning ordinances that are on the books still exist. So that's an important element of encouraging growth and development, and we are going to do that. There also has to be, I might add, and again I cringe when I mention this because other Mayors would say that in 8 weeks he has lost his mind. We have to get along with the City Council. The fact of the matter is, that even though we are two separate and distinct branches of government, we can not have an adversarial position. And unfortunately, that often occurs because Council members have their political agenda, and the Mayor has his.

And so I have begun what I consider to be an unprecedented effort to not only work with the City Council, again, respecting each of our particular functions, but to share every shred of information I can with Council members and meet periodically with the Council president over an informal breakfast, and let him know exactly what's going on. And let the ladies and gentlemen of the City Council know the problems we are wrestling with on a day by day basis, some proposed solutions, arrive at some compromises, and end the constant bickering that often goes on between City Councilors and the Mayor. Because that sends a very, very negative message to the business community when they see wrangling and inefficiency and wasted time between the executive branch and the legislative branch. It can't be allowed to continue, and we are putting an end to that in Brockton simply because I want the image of Brockton to be business-friendly. Environmentally conscious but business friendly.

Regional planning and cooperation. We are very fortunate to have the Old Colony Planning Council in Brockton. Brockton is the only city in Plymouth County. There is a danger in that because sometimes you build up the impression that you are the big person on the block, and we don't need the towns. And that's absolutely false. To the extent that we all cooperate, to the extent that we all plan together, we will survive. The towns need Brockton, the towns need to see the city make progress. And we also need the cooperation of all of those other communities. Now that is difficult because inevitably, if there are political rivalries between the City Council and the Mayor, there are often times political rivalries between the towns and the cities. And I see as my goal, at least over the next 4 years, if I can't eradicate it, I have to assure all of the other members



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of the Old Colony Planning Council that we are conscious of their needs. That we are conscious of their concerns and that we will extend ourselves and we will encourage growth and development, but always with an eye towards what would the impact be on our neighboring communities. What would the impact be on even those communities who are perhaps 10 or 15 miles away and might experience, for example, a tremendous increase in traffic by heavy vehicles.

Brockton is not an island unto itself. And we must cooperate, we must cut down on the political rivalries, particularly in solving the water problem. If we don't do that, we won't be struggling, we will be out of it. We will not survive. And I notice there are some people from Cape Cod here. I don't know if there are any, I know one or two OC/PC members here. But let the message go out. Let the message go out to other Mayors who deal with regional planning agencies. Don't get caught up in the fact that you've got the largest budget, and you may have the major crime problem, and you may be the county seat. We all need each other and we need that degree of cooperation.

Let me go on now for a few minutes to state assistance. And I think Representative O'Brien mentioned it earlier, and I would like to reiterate it. Number 1, we certainly need paperwork reduction. Just to comply oftentimes with all of the documentation that's needed, I think some one should step in and say listen. How can we gather the necessary information and streamline the process. Number 2, on permitting, site inspections by the DEP or other agencies absolutely have to work in close cooperation with the cities and towns to eliminate the time consuming process of arranging for and receiving site inspections and permitting. Again, we are all in this together.

The state has also got to recognize that again, to the extent that cities and towns are successful and encourage economic growth and development, the revenues which we send from our communities to the state help perpetuate not only the state functions of government, but the revenues come back to the cities. And before I leave public education, by the way, and Ian was mentioning to you that my great grandmother served on the School Committee, economic development. I am a pro-education Mayor. And you can talk about all of the economic development in this state you want but somebody better step in and change the funding mechanism for public education. Because the reliance on the real estate property tax is going to kill us. And I think it's a shame. Again, I am not accusing the legislature but I think it is a change that it is ending up in the courts. Via the McDuffy vs. Robertson suit. I think it really should have been addressed years ago by the state legislature.

The state could also do a great deal for the older, urban centers like Brockton by providing some financial assistance which would allow us to expand our planning function. The City Planner is here with me today. She has a staff of one, one secretary. Again, we are the fifth or sixth largest city in the state. We have a population officially of



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about 93,000. Unofficially I know it is well over 100,000. We have 21 square miles. And how on earth could any Mayor attempt any meaningful planning with one planner and one secretary. And I would hope that perhaps there might be some consideration given to even a 50/50 partnership. I would attempt to identify some funds to increase the planning function in Brockton if there could be a corresponding 50% reimbursement from the state. I think that's absolutely essential.

And I guess lastly, I want to emphasize the regional focus. And I was talking to my friend, the previous speaker, who, by the way, did such a good job you should go back and tell Secretary Taylor you deserve a raise. I mean, he fielded the tough questions and I appreciate candor like that. I want to re-emphasize the regional approach. And I find it kind of ironic that we've always had the regional approach in terms of public safety. Police departments cooperate with other police departments, share information, assistance in making arrest and developing cases against criminals. We have it, certainly in terms of the fire department with mutual aid. We have it in terms of emergency rescue services, communication services. Well, we also need it in terms of economic development and protecting the environment. I really can't emphasize that enough. And I think that if we look at the regional approach, and if we break down some of the barriers that exist simply because we come from different geo-political entities, cities and towns, I think we can make some meaningful progress. If we hold onto those rivalries, if people view Brockton as the behemoth and the north end of Plymouth County and the other cities and towns are mere servants, and they feel that somehow they aren't as important, that is a real problem. That image problem has got to go. Because I have to convince, and I suggest to you the other Mayors in this state, have got to convince the cities and towns that we are all in this together.

And I guess lastly I would like to talk about something that I mentioned in my mayoral campaign. And that is on any issue, whether it is economic development, public safety, public education, we've got to do something about the cynicism towards government at all levels. People just do not think too much of us. I jokingly say I rank slightly below a used car salesman on the list of those most admired and respected. But the reason that cynicism is so difficult is because if I stand up and I make a proposal to locate a plant or a development in Brockton, and I assure the people that I will work with that particular neighborhood in terms of whatever concerns they have, and they don't believe me, then the project is dead. If you truly believe that we derive our authority from the consent of the governed, then we must address that cynicism. And I see it at the federal level and I see it at the state level. And I certainly see it at the local level. And so I really believe, and when I mentioned to you that I was going to try to wake you up and shake you up, I am sure that you were not prepared to have someone say that the cynicism about government is a necessary element to address in terms of economic

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development. But it is. Because when we go back to our communities, I would like to see the day that when you take a position, people don't automatically say well, what did he really mean by that. Or, what's the hidden agenda. And I suggest to you that's equally as large a challenge as economic development and regional cooperation and adequate funding for public education. And I really appreciate, as I say, the relaxing morning here away from the trials and tribulation of city government in Brockton. Thank you.

**IAN MENZIES:** Any questions for the Mayor? Yes.

**QUESTION:** I just have one question. Can you expand a little bit about how you are dealing presently with your water situation. And, can you tell us a little bit about the most recent fees and what those numbers are?

**WINTHROP FARWELL:** At 10:00 every night thoughtful prayer is one of the necessary elements to solving the water problem. But there have been a number of proposals suggested. The one that is being pursued now, at least to some degree, is diversion of water from the Taunton River. But that is a 51 to 64 million dollar project, and it would probably take 12 years to complete. I think the immediate solution will be to develop perhaps some sites within Brockton that might yield an extra million or two million gallons per day. But then, of course, it's finding the money for the necessary treatment plant. And I have asked for federal assistance from Congressman Donnelly and from Senators Kerry and Kennedy. But personally I doubt the Taunton River project will ever come to fruition. I think you are going to find, again, the rivalries that would exist between the City of Taunton and the City of Brockton in terms of laying the pipe and taking the water itself will probably kill that project. But we will explore it, we will take a look at what we have within our own boundaries, and we will do the very best we can to identify water sources immediately so that we can expand the tax base. Yes sir.

**QUESTION:** I am from Cape Cod. I have solutions.

**WINTHROP FARWELL:** You have water, I hope?

**QUESTION:** We have here the largest public works project in the history of New England. The second largest under way in the United States right now at 6.2 billion dollars. And the daily low flow result of that is 500 million gallons of water going out into the bay. So maybe you could talk to MWRA and ask them if they could treat it a little more and use it and not waste it.



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**WINTHROP FARWELL:** Just the letters MWRA scare me a little bit. But that might be a topic for another day. But your point is well taken. Yes sir.

**QUESTION:** Mayor, again. Tim Brennan from Pioneer Valley Planning Commission. I have two specific questions for you. I was really delighted to hear you talk about being a city and wanting to play ball with your neighbors. I have a region with six cities in it. Four of them are reeling, including the city of Holyoke which is in very tough shape financially. What things can I do as a regional agency to help those cities? Do you have specific ideas over the last 8 weeks that you've come across in the parking lot or in your office? Secondly, because of the demographic phenomena you mentioned at the outset, I would like to get a comment from you about a phenomena I have in several of my major cities. And that is an influx of minority populations, which our planning commission is actually arguing is an asset to the region, the source of our growth. And I agree with you the most premier economic strategy is to have a first class public school system. Do you see it that way in your city? Are those the assets for the long haul?

**WINTHROP FARWELL:** Let me take the second question first because I think the obvious answer to that is yes. People actually buy a home in your community based on your public school system. And I think you can see that no matter where you are located in the state. And we certainly want to attract families to live in our communities; that is economic development. Public education is the key to economic development. Businesses will locate in a community if they know that the graduating classes present the type of work force with the degree of preparation that's needed to fill the jobs. Your other question is a bit more difficult because I don't know the dynamics of the people you meet with. If you have rational, reasonable people, which is not a prerequisite for public life by the way. But if you have rational, reasonable people who can get together in small groups and exchange ideas in a non-threatening way and show mutual interest, things can happen. Let me give you an example of that. Let's assume for the moment that a large business wanted to locate in the town of West Bridgewater, which is contiguous to Brockton and just south of where I am. Let's assume also that I got into a terrible squabble with the selectmen from West Bridgewater because I want that development in my community. I want the increase in the tax base. The selectmen took an equal position. So for months and months and months we wrangle back and forth about where it's going to be located. Maybe the solution would be to sit down with the West Bridgewater selectmen and say you know, I really would like that in my community. But on the other hand, if that plant or that development is going to employ 300 people, I am going to have them come into my city and they are going to purchase meals. And



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they are going to stop and they are going to get a loaf of bread and a gallon of milk on the way home. And they are going to, in effect, give me some economic rewards that I ordinarily will not enjoy. That is what I mean about breaking down the rivalries. And that's what I mean about ending the Mexican stand-offs that often occur in terms of economic development. So I would go back and I would evaluate perhaps, and I was joking of course. But who is the most reasonable, rationale person or group of people that you could meet with and try to make some in-roads and break down maybe some of the stereotypes that exist, or some of the turf issues that have perpetuated. And say you know, we are all in this together. And that is so true. Yes ma'am.

**QUESTION:** My name is Alison Walsh from Rhode Island. And there are problems with the Taunton River and (inaudible) drinking water. As it flows into Narragansett Bay we, in Rhode Island, are very interested in solutions to the problem (inaudible).

**WINTHROP FAREWELL:** Well, I can tell you we would never take more than we would need. I would hate to see any chief elected official adopt the attitude well, damn everybody else, I am going to get what I need and you can worry about it even though you are, say 35 miles away. I mean of course, again, if you adopt what I've told you before, that it is a regional issue, we have to be sensitive to what the outcome would be if water were diverted from the Taunton River. But I wish to tell you that I don't believe that at least in your lifetime or mine that is going to be something you have to worry about. I really don't see that happening. Yes sir.

**QUESTION:** We would agree that it ought to be easier to divert dollar flow across political boundaries rather than water flow. And that maybe if the different type of funding for schools in the state were available, then you wouldn't need to seek to expand your tax base by diverting the Taunton River.

**WINTHROP FARWELL:** I still believe that every child has a constitutional right to equal educational opportunity. And just because you happen to be born and raised in Brockton, does not mean that somehow you should receive programs and services that are less than those offered in surrounding communities. Ultimately I think it will be decided by the courts. I really don't see the legislature having the temerity to step in and say listen, we have a fundamental problem here and we are going to fix it. But certainly anything we can do to expedite the process of sharing resources and cutting down on red tape benefits us. I mean, let's spend that time on worthwhile projects. I think you are merciful because you took it out on the prior speaker before me.

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**IAN MENZIES:** That's it. I would like to thank the Mayor very much. This was a wonderful change of pace. I think the applause proves that. I am glad we had some discussion on the cities. At the present time I have been left slowly swinging in the wind, which is the inevitable fate of a moderator. The Governor has, I guess, a 1:00 appointment downtown so he may come in at any time. And I'm afraid I am going to look as I generally do to the most forbearing couple that come here, and they know who they are. But I am eternally grateful to them. So we will begin, and we may have to begin again on this. This is the team of Armstrong and Carbonell. We have heard quite a lot about the Cape today. It has been brought up by almost every speaker and I don't know how they have reacted, but we'll probably hear now. For those who don't know, and I am sure there are some coming here for the first time, I am talking of Richard Armstrong and Armando Carbonell. I've really asked them to appear again as sort of an encore, which they have graciously done. The point is, however, that nowhere in New England is there any opportunity to study the new impact of new regionalism which we've been talking about today, and how it can work, than by taking a look at the vicissitudes of the Cape Cod Commission and especially so as I firmly believe that regionalism is the only way to cope with growth while preserving the environment and simultaneously cutting community costs. Doubtless we will, over time, be able to improve on the structure of the Cape Cod Commission, as doubtless they will. But it is still the approach that other sections of the state, such as the south shore, should be thinking about and studying a way to meld present counties and planning authorities into, perhaps, a more functional, autonomous and as somebody said earlier, I think it was David Soule, with greater clout.

Richard Armstrong is Chairman of the Falmouth Board of Selectmen. He is also Chairman of the Cape Cod Commission. A man with a wonderfully interesting background. An ordained priest of the Episcopal church, who runs a marine hardware store, and has degrees from M.I.T. in both marine and civil engineering. I think it's great. Armando, as I've said here before, is behind every environmental door and environmental initiative in Massachusetts. And he has done a great many things, really. He is one of the state's great natural resources, a founder of 1,000 Friends. He is Vice President of that organization at the present time. He's a teacher, formerly on the B.U. faculty, and a concerned human being. Gentlemen, may I temporarily give you the floor.

**RICHARD ARMSTRONG:** I would be very glad to give my podium away to any redhead who walks in the door. Particularly if he is a Republican. You know though, in this age of political correctness, it is nice to be a clergyman because it seems to me that we are the last folks on earth that people can rag on in their jokes and get away with it. And that is how we begin. It is a pleasure to be back again. I think today we are going to try to be a



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little bit more technical on the economic kinds of things that have gone on in the Cape Cod Commission. I see a lot of Cape Codders out there and I'm pleased to see that. Except I think I will hide after this speech from some of them, but we will let that go. I was reminded on the way up that maybe a cow joke could be in order again. Thinking about the fellow that is out for the country walk and ends up in a field with rather a nervous bull and he is getting kind of upset about this. But he sees a farmer standing over by the barn. He yells, "Is that bull safe." And the response, of course, is "I know the bull is safe, but I don't know about you." And in a sense, is the economic development of this community we call Massachusetts, the regional community we call Cape Cod, safe from things like the Cape Cod Commission -- safe from regional planning that has the regulatory tools to really say something about development that may not be what some people would like to hear. I think the Cape Cod Commission and all that it is constituted to be has something to say about economic development. And in fact it can drive it in a very positive way. Let me give you some quick reasons.

First of all, I think for the first time, at least as I've seen it, regulation has been directly tied to the planning function. In the context of real projects, real situations and real people. Regulation has, indeed, an agenda driven by the planning function. For those who wish to be a developer, an entrepreneur. The people who are out there that really make this economy work I think, for the first time, have found some consistency and predictability and common goals that a number of people have sat down to agree upon. We have crafted, if you will, in a sense, a regional policy plan that has been driven by the day to day regulatory process of real projects. While at the same time, these real projects and the decisions related to them have been made in the context of an overall goal of where we are going. And without the Cape Cod Commission I am not so sure that would have been possible.

Secondly, I think local regulation has not only been given the opportunity but the incentive to clean up its act. I agree with the earlier speakers that local regulation has, in a sense, gotten out of control. Both in terms of what's being accomplished and in terms of the administration thereof. And I think our regional policy plan has, by driving the local comprehensive plans, continued to bring about a leveling effect to local regulation. It will bring that kind of consistency and predictability by having a regional umbrella down to the local level where in fact the user redhead, or the other redhead, a term, where the rubber meets the road. It is in that local permitting authority that in fact initially oftentimes effect the entrepreneur. And it is at that level that we need to bring a sense of consistency and predictability. I think the commission, and commissions like it, have and will continue to bring this leveling effect without compromising the environmental standards for which those regulations were put in place. And thirdly, I think there is a potential of making, and I bite my tongue but I will say it -- there is a potential of making some real sense out of state regulation.

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The Cape Cod Commission, I think, is crafted so its statutory responsibilities and its reasonable level of resources allow and I think even encourage those regulatory requirements that have remained so long the work of the state's prerogatives. I think the Cape Cod Commission has a way of bringing down regulation to the local level where it can make some sense. And I think this has something to do with again consistency and predictability. But also because it brings these regulations closer to those being regulated. I think it says something also about compliance and involvement in those regulations. These regulations make more sense, they give more economic opportunity for expansion and sustainability without again, the environmental risks, simply by virtue of being part and parcel of the region itself instead of being something that comes down on high. And a fourth reason, I think, that's important to understand what a Cape Cod Commission kind of thing can do and has been doing is that I firmly believe, again with the other speakers, that the economy and the environment to truly go forward hand in hand demands a coming together of those with competing interests. If for no other reason, this is to me what the success of the Cape Cod Commission is all about.

In effect, it has institutionalized this process of cooperation of planning and given it the planning tools and the regulatory teeth and supported it with sufficient funding and a professional staff. It has effectively forced, if you will, the economy and the environment to come together by requiring us to set up a set of rules beforehand. To sit down in an institutional way with all of the competing interests, to come up with a game plan. We call it a regional policy plan. And I think what that has done is given the confidence to us on Cape Cod to allow economic growth to go forward, and not be afraid of it. Another 80's is not going to happen because we have the tools, the decision making processes, and the rules and regulations that make sense for our region in place. And not only are we not afraid of economic development, we are now encouraging economic development. And I think the spin-offs of this treaty, if you will, the regional policy plan, are unlimited. I think we have a separate entity going forward now in economic development, we have districts of critical planning concern being proposed that are based on economic considerations, not simply environmental considerations. And even folks, we just voted on this, I think we have an environmentally sound miniature golf operation going in on the Cape.

Economic development, the fifth point. The fifth and last. Economic development, I think in the context of what the Cape Cod Commission is all about, has put that economic development in the context of real regional planning. And I think that in the larger sense of the word, and I think that's very different. The Cape Cod Commission initially, back in its former life, was known as the Cape Cod Planning and Economic Development Commission, (CCPEDC). It accomplished some things, but clearly was not ready to do the kinds of things necessary in the '80's and '90's. I don't think there's



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anybody in this room that would argue that the Cape Cod Commission has the ability to address those kinds of things that happened to us in the '80's. However, my sense of the '90's is that the task is indeed very different. And for us on the Cape, as our Secretary of Environmental Affairs alluded to, our task on the Cape is to convert our economy, not simply expand what we've had. The bulldozer and simply a tourist economy won't work any more. And I think the Cape Cod Commission is poised to address those kinds of issues in a way that has never been addressed in the past and in a very successful way. And I am also convinced that we are up to the challenge. And now the other part of this couple speak a little bit more specifically, if you will, about where the Cape Cod Commission is going in economic development. Thank you.

**ARMANDO CARBONELL:** I want to clear something up here. Although it is true that I have seen more of this guy in the early morning hours this week than I have of my own wife, we are not a couple. And I don't even know what an encore is. All right? But I see, I think I see all of our thousand friends here. I think just about, yes. Being the last speaker before the Governor comes on the scene, I think it is an opportunity for me to sort of reflect a little bit on the program as well as what's happening on Cape Cod. And also to call a little bit of attention to Ian Menzies' work here. I mean, I have come back year after year. I know when the geese are flying over my house and the McCormack Institute is having its annual meeting, it is spring. And it has become a force of nature really. And I hope we can all thank Ian for putting together the program. It gets bigger every year and it gets better. I think it is safe to say that regional planning has become a term with sex appeal. And I never thought that was going to happen. But as I listened to all of the speakers this morning, everybody talked about it as if it is something that is exciting to do and they all wanted to do it. And well here we are doing it, and I want to tell you a little bit about how much fun it really is.

We heard from Secretary Tocco that he believes in the concept of the regional economic strategy. And so do we on Cape Cod, and we have a regional economic strategy. And we recommend that you get one too where you live. Ours is based on things about Cape Cod that we all knew. That Cape Cod has certain strengths and that there were certain activities that we could target that looked like they would produce some winners for us in the economic sphere. And naturally we looked at things related to the ocean and things related to the physical attributes of Cape Cod. And we certainly are not anti-tourism or anti-retirement or anti any of the traditional things that build the economy. But we are also pro-things like a clean water industry on Cape Cod that is environmentally compatible and that builds on some of our strengths in fields like marine research, that would provide a different kind of future for Cape Cod. And we are mindful of the kind of seasonal rhythms that Secretary Tierney spoke of, that make it very hard

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for us to imagine building our peak any further than we really have. But at the same time, we see great opportunities to level out our activity around the year and provide the kind of jobs on Cape Cod that are good for people year round and not just in the summer.

We heard this morning about the environment and the economy as things which should not be dichotomized, things which, values which should not be opposed to each other. And I think that is a central focus of our regional policy plan and our economic strategy. And we've seen initiatives on Cape Cod that are related to some of the work of the Commission. Such things as the Cape Cod Center for the Environment and a Sustainable Economy. A group which is composed of both business interests and environmental interests, trying to work together to provide environmental business kinds of opportunities. And looking at things like sustainable agriculture on Cape Cod and environmental pollution control, industrial opportunities on Cape Cod, all of which exist. We heard about the relationship between planning and regulation. The Cape Cod Commission is one of the few examples around, I think, of an agency which does both in an integrated way. We started out with a job of creating a plan and also regulating projects. And we actually established a staff that was split into two sections. Planner planners, we never knew what to call them, and regulatory planners. And the planner planners were supposed to come up with this theoretical beautiful plan, and the regulatory planners were supposed to deal with all of the messy real world projects. Well, we started to see the regulatory planners starting to sort of suffer physically from that responsibility. And the planner planners were off having a wonderful time. And It just didn't seem fair. So what we did was we forced them both to do both jobs. And we force the planners to learn from the experience of working with real projects, working with real developers. And as a result, our regional policy plan which has now been enforced for a number of months is a very realistic document. It has been informed by a real regulatory experience.

I think it is safe to say that more planning can lead to less regulation. Nobody likes regulation. It is a necessary evil. Nobody wants more regulation, everybody wants less. But the kind of investment that's made in planning and in defining what it is that a community wants pays off later on in much reduced friction in the regulatory process. We are already beginning to see some of the results of that. Certainly in terms of having a very clearly stated regional policy plan. We see developers coming to us with projects which already conform to the plan and don't require the expensive and exhaustive process of thinking it through fresh each time a project comes in. We are really able to streamline the process. We think there will be more benefits in that area as well. I want to shift focus a little bit to the rest of Massachusetts and talk a little bit about how what we do might have something significant about it for others.



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I have heard some secretaries this morning talk about the uniqueness of Cape Cod, a sort of special quality of Cape Cod. And I think we may have ourselves argued at one time that Cape Cod was different from every other part of the Commonwealth and deserves special protection and should be treated in an exceptional kind of way. I think that might have been a little misleading. You know, I mean Cape Cod is special, of course, but so are the Berkshires. So is every other part of Massachusetts in its own way and deserving of the same kind of attention that Cape Cod has had. And so we want to share a little of that with the rest of the Commonwealth. I don't think we are talking about the cloning of the Cape Cod Commission. I really don't particularly recommend that. But I think we want to see opportunities created elsewhere, a kind of a menu, if you will, of regional planning opportunities in legislation. And Representative Janet O'Brien gives me reason to hope that we will see such a menu one of these days that will permit a series of experiments across the state appropriate to the different regions, chosen by the regions. And I think that it is important that this not be placed on them from above. And I think the results of that kind of regionalism in Massachusetts will be, first of all, the opportunity to evolve some state responsibilities onto more local kinds of government. I think everybody will benefit from that. I think the state will benefit from that as it finds that it is being less intrusive and more responsive and spending less money in these areas. And I think local communities will also benefit from that as they begin to have much more control over their own destinies.

While I am encouraged to hear about all of the kinds of ad hoc arrangements springing up, and being encouraged by the legislature in terms of more than one community getting together to do things -- and I think we should continue to encourage that -- I think there is a value in developing permanent structures, permanent kinds of relationships among communities as we've been able to do on Cape Cod. It really takes time, it takes experience, it takes multiple contexts of knowing people to make a region work. We have some real advantages on Cape Cod. We've had some really lucky breaks. We do have an awfully nice region to work with. But for all of that, if we didn't have the stability of a legislatively created agency with pretty clear purpose and some pretty clear authority, I don't think we would be having some of the benefits that we are seeing now on Cape Cod. We are seeing some improvements in the relationships among communities. Some willingness to work together in effect through the good offices of the Cape Cod Commission that we've never seen before on Cape Cod. It is really not in any way against the notion of many special purpose multi-jurisdictional agreements being made and services being provided. In fact, it is kind of, it is a good way to support such efforts, to have in place some stable institutions that, you know, year after year what the boundaries are, who the players are. To just develop that sense of belonging and identity that's what's needed for people to work effectively together. I

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know you always have a lot of interesting questions for us so I will hold it there. Rick will re-join me.

**IAN MENZIES:** I just want to announce that Farwell, Armstrong and Carbonell will be appearing at the Charles Playhouse next week. Anybody who has a question come to the mike. Or are you just hungry?

**QUESTION:** Bob Schernig, Planning Director, Town of Barnstable. We love working with you guys, we really do. There is a consistency of thought from the planning model that I think that a lot can be learned here. And my question is that in developing the planning model and the consistency at a regional level, is there anything from your experience that the state can do to aid and abet not only the regionalism that we are talking about this morning but the overall state-wide goals that could be interpreted to the locality and we get this type of synergy, this cross feedback. There are a lot of other things that could be added to that.

**RICHARD ARMSTRONG:** We didn't really want to bore you again I think with the MEPA arrangement we have worked out with the Cape Cod Commission. But for those that are unfamiliar with it, I think it is worth just mentioning. Early on in the process it became very clear to us even though we were looking to the towns that included Cape Cod to help us with this whole planning process. And unless we looked the other way as well to the state bureaucracy, we weren't really going to get anywhere. And I am very pleased to say that the Secretary of Environmental Affairs, particularly, has gotten on board with this process of what regionalism is all about right off, and was very helpful and instrumental in putting forward this agreement that in fact the MEPA reviews do not belong effectively at the state but begin in the region. And I think that kind of a process of bringing state regulations down to the regional level, bringing the towns up into a regional level, makes it a common place that we can meet. And I think more of that is happening. I was very pleased to hear the other secretaries this morning talking about the same kinds of things. Whether it has to be definitively a Cape Cod Commission model I am not sure. But what I think is important is what Armando referred to. You have to have some institutional fabric to that regionalism. You can't simply have ad hoc arrangements from one community to another, or else you are not going to get the kinds of commitments that we've gotten out of EOEA and other secretariats to move this process forward in a way that we can control our own destiny.

**ARMANDO CARBONELL:** Two answers for the price of one. I've got a specific as well, which has to do with affordable housing, an important state goal area as we were



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developing the Cape Cod Commission Act which has been translated into local standards. I will say a word about that. But in a crude, quantitative kind of way, the Cape Cod Commission acted on a 40 page statute. It says a lot about what the state wants to do on Cape Cod. The Regional Policy Plan is a 100 plus page document, specifically saying how Cape Cod is going to do things. And local comprehensive plans are the next level of detail and specificity about all of these important things. In effect we are talking about the implementation of state goals and policies through a regional vehicle at the local level. And I think that that is why the state ought to be interested in having other regional agencies which can become the vehicles for the state's own policies, effective vehicles for that and applying those policies locally. In affordable housing we adopted the state's goal and policy of 10% affordable housing in each community. And I might add that the communities on Cape Cod are very far from having been able to achieve that goal. It is now a regulatory requirement on Cape Cod and I, you know, I dare say it is now an accepted thing for a developer with a residential project to come into us saying here is how we are going to deal with our 10% affordable housing requirement. That is a way for a state policy to be implemented at a local level in a way that is accepted by the community. And I think it's a real improvement on where we were before we had the Act, the Regional Policy Plan and the local efforts that are going on. So obviously, an excellent question from the Town of Barnstable, and thank you very much.

**RICHARD ARMSTRONG:** (To Armando Carbonell) I wonder if you could give some advice to the representatives as to how we might clone the financial part of it. Because I think that is really critical. If we don't have the money, we can't do what is regulatory.

**ARMANDO CARBONELL:** I think what's critical, David, is not so much the dollars but to face the reality you need the dollars up front. I think in the Cape Cod Commission's mode, when we first got underway with it, we ignored the funding. But when the legislation was finally filed, we faced that right up front and that was the battle we fought apart from everything else. And I think people recognize that when they finally voted on this they are voting for some serious dollars. I think those dollars in such an organization have to be funded in a way that is continuous and not kind of a year to year kind of mish mash and crap shoot whether in fact you are going to get the funding or not. And as people may be aware, the Cape Cod Commission's funding goes through a Barnstable Environmental fund that is a direct tax upon the people of Barnstable County over and above the local 2.5. So that in effect when we don't live day to day on what's happening in the community budgets but yet at the same time we are subject to 2.5 in our own right. So there is some funding mechanism here, but it has to be addressed up front.

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**RICHARD ARMSTRONG:** I think in terms of fiscal credibility, to give you a little positive feedback, we have a tax that is dedicated to the Cape Cod Commission. It is a tax we have to earn every year through a budget process that involves at least 2 levels of a regional finance board type review. One an Advisory Board on county expenditures made up of the 15 towns, Boards of Selectmen and Town Managers. And the other, the county legislative body's Finance Committee which approves the county budget. So we would have to justify the level of the tax based on the programs that are being provided. And I just have to show you that there is very careful scrutiny of that budget having concluded just two days ago, our advisory board experience for the next year's budget. They placed a report that our budget was unanimously approved by that body after quite a bit of discussion, exactly as it had been presented by the County Commissioners. There is a sense of confidence that develops. If you have responsible people overseeing the way these funds are used, and you can see some results from the expenditure of these funds. So I hope that we are providing a positive example for the Commonwealth on how to responsively use a task of this sort. A great emphasis has been placed in terms of our budget on giving assistance to the towns in their planning efforts. And I think those benefits are starting to be seen locally and that helps as well to justify this kind of a tax.

**IAN MENZIES:** We thank you very much for the opportunity to learn a bit more about the Cape Cod Commission and its workings.

(Applause)

My understanding is that the Governor is on his way up. But while we're waiting, I was asked earlier what the McCormack Institute actually is and what it does. We weren't able to do it earlier because Secretary Tocco had to do a fast in and out. But some of you might be briefly interested in our doings. The McCormack Institute was formed and named for the Speaker of the U.S. House of Representatives, John W. McCormack, who represented the congressional district in which this campus lies. He was a member of the U.S. House for 42 years, the last 9 as Speaker.

The McCormack Institute is a multi-purpose public policy research center whose reports and analyses are designed to address the needs and aspirations of the people of Boston, of Massachusetts and New England. And very recently at the request of Congress, the Institute has added international focus and has already, through its professional staff, given assistance to Czechoslovakia in the setting up of democratic institutions.

The Institute's principal focus, however, remains local and regional, as you've seen here today. And facing the challenges that we do face as a locality and a region. The



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Institute has produced numerous highly praised reports on issues ranging from the state's budgetary crisis of 1991/92 to growth management and the environment and is currently very involved in assisting the City of Chelsea, which we referred to. (Nobody asked the Mayor of Brockton what his views are of a receivership, which is an interesting point, because it seems to me the Supreme Court has invested a lot of power in a receiver to do things that a Mayor could not do in the normal course of governing.) Our Institute is also working with the Massachusetts office of Administration and Finance to bring about more efficient management of federal entitlement programs in state agencies. It also, of course, runs a variety of seminars such as the one we are taking part in today, also a two-year Master of Science in Public Affairs program for students, mid-career people, particularly those in state government. We also publish, which may not be too well known, The New England Journal of Public Policy, which is a semi-annual publication designed for scholars, practitioners, policy analysts and also for the general public. It focuses on a variety of policy issues from both theoretical and applied perspectives. Periodically an entire issue of the Journal is devoted to a single subject. Examples include a 1988 issue on the AIDS epidemic which was later published by Beacon Press and a 1990 issue on Women and Economic Empowerment. An upcoming issue will be devoted to the issue of homelessness. That one is coming out very shortly. And that really summarizes what we do at the McCormack Institute.

Now, I will see if I can get a response from outside. I'm told he is on his way up. Timing is always difficult. Both the Governor and the secretaries have tight schedules and unexpected emergencies.

As someone who hates to waste time and with the previous speakers still up here, let me ask if there are any questions. Yes.

**QUESTION:** Maybe the Mayor would like to give us some ideas about how to combat cynicism towards government that he mentioned?

**IAN MENZIES:** I think that's a very good question. You can use a table mike, Mayor, if it is more convenient.

**WINTHROP FARWELL:** By the way, before Ian pokes fun at Chelsea and Brockton, if they'd called us I could have eliminated receivership for them but they didn't call us.

**IAN MENZIES:** The question. Cynicism toward government.

**WINTHROP FARWELL:** The question was, do I have any suggestions on how to combat the cynicism. And for those of you who have been in politics yourself, this is

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going to sound terribly naive but for God's sakes, we've got to start appointing people to different boards and commissions and positions within our cities and towns based on competence and not politics. I think I am being preempted by someone. But that's a start and that's a tough call because invariably people want to be taken care of. But I'll quit while I am ahead.

**IAN MENZIES:** (audience stands as Governor enters) I will speak for the Governor and say you may be seated. I would like to introduce Sherry Penney, Chancellor of the University, who in turn will introduce the Governor of the Commonwealth, William Weld.

**SHERRY PENNEY:** Thank you very much, Ian. This is an extraordinary conference bringing people from all parts of the state together to work on issues of mutual concern, which are also of concern to UMass/Boston, so I'm very, very pleased to welcome you here and also pleased to welcome the Governor. I could say to the Governor that usually they're protesting against me so I know how it feels and we're delighted to have him here. But, I do welcome all of you -- it's a wonderful, wonderful turnout. One of things I wanted to say quickly about UMass/Boston is that we believe too, that we, with you, help the economic recovery of this state. We think that it's a major purpose of this campus to do that. I want to give you three quick examples of what we're doing as I introduce the Governor and thank him for his help. Experts at UMass/Boston working on the Federal Revenue Maximization Project, a group of some 20 faculty and staff through the McCormack Institute have helped the state improve its fiscal balance sheet by \$150,000,000. This has been a process of increasing federal reimbursements and putting in place net cost saving techniques at the various state agencies, so publicly I want to thank my colleagues at McCormack for what they're doing and let all of you know that they're doing this very important activity for the state. The faculty and staff are doing this without any cost to the Commonwealth, and I just want to point out that the \$150,000,000 is more than three times the budget of UMass/Boston from the Commonwealth so it's a good investment.

In addition, McCormack is also working very closely with Jim Carlin in Chelsea, and we've given him a series of 4 or 5 proposals a week ago in ways that we can be helpful in rebuilding that city's infrastructure, working on its central core and also economic development. And then finally, this seems appropriate because you're here looking out there (points to harbor). We do a lot with the environment and we're very, very interested in working with you on those kinds of issues. Some of our professors do research on how particular bacteria and fungi can help destroy oil spills; other professors are doing research directly on Boston Harbor and then we have a large federal grant which is exploring how to get rid of cars by using more ferries for



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transportation. The Urban Harbors Institute here is working on that project. The environmental challenge is also one we all face. And we are very active participants in that with the Environmental Business Council. The Governor has been particularly helpful to the Environmental Business Council and most recently worked with us to launch a very exciting venture with Mexico and the Mexican Confederation of Industrial Chambers of Commerce, and we particularly want to thank him for his help in that. A lot of things are going to come out of that. So we wanted to give you a snapshot and our honored guest a snapshot of some of the things this university is trying to do to help the economic revitalization of the state. I think we think it's a great place and together we can work on it.

I particularly want to thank the Governor for taking time from his busy schedule to come here today. Currently our Governor is a very powerful chief executive, and although you wouldn't know it from today, there are some in higher education who have some differences with him. But, I think a lot of us want to thank him for working with the legislature to balance the budget and to bring a sense of order to the Commonwealth's finances. Something many of the neighboring states have yet to do. He is also coming out very strong for support for education from K to 12. He has also backed the merger which has created the new University of Massachusetts. We want to thank him for that, and I heard him on television on Friday say that higher education was also going to be a priority when the economy begins to turn around. So, again, we want to work with you and work with him to make sure that that happens. Although these have been difficult years for him as Governor, he has remained an engaging and affable Governor, willing to listen. I've always found him willing to listen to our arguments and willing to converse with us. Governor, we are honored by your presence. Welcome once again to UMass/Boston.  
(Applause)

**THE HON. WILLIAM WELD:** Thank you very much, Madame Chancellor and ladies and gentlemen. I am impressed that the dedication to learning is so great in these parts that people are almost literally trying to beat down the doors to get into this seminar. It's a pleasure for me to have been asked to participate and offer, as I understand it, some of our administration's thoughts on the topic of land use planning. I have to confess that my expertise on that particular topic may have been exceeded by that of my predecessor in the Governor's office who's widely reported to have read on a beach vacation no less a weighty tome entitled Swedish land use planning. Still the subject is a most important one, and Paul Cellucci and I have at times almost unknowingly addressed issues of growth management and regionalism and land use planning through a range of initiatives particularly in the areas of regulatory reform, environmental

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policy and transportation policy, that I am inspired by more pedestrian resources of that fine book on Swedish planning should not be taken as an indication of a lack of resolve on my part. I will say that I was heartened recently to see a good environmentalist Robert Weir make a case in the New York Times that Paul Cellucci and I have been making for the last year. Mr. Weir, who is better known to some of you as Bob Weir of the Grateful Dead, asked a simple but fundamental question, why don't our elected leaders support development that is ecologically and economically sustainable. That question, I think, embodies the assumption shared by our administration that the economy and the environment are not inherently in conflict with one another. They are mutually dependent.

All of our investment in education and worker training will be for naught if those skilled workers highly in demand are not persuaded to stay here in Massachusetts. Sound environmental policies is one reason people will stay here to work. People do want to live and work in a state with clean air and water, with accessible beaches and with fertile uncontaminated soil. That's why our economic plan for the state is not strictly economic. It comprises the type of sound environmental measures that are not just good for the environment but also good for the economy. We are not adverse to violating the old dogmas that say you've got to be either pro-environment or pro-business, the implication of which is that pro-business equals anti-environment. I think that's wrong. Nor does Sue Tierney our Environmental Affairs Secretary subscribe to the belief that protecting wetlands or preserving public spaces represents a deadweight loss to the economy. It may be that the benefits are more subtle than the way all our lives are enhanced when we cross Boston Common or drink clean water unaware that that water has been cleansed by healthy wetlands that removed polluting nitrogen and sediments, but if you look hard, those benefits are present and we're committed to taking that hard look.

I believe that both Sue Tierney and Richard Taylor spoke earlier and answered some of your questions regarding specific policies so what I'd like to do is give a sketch of some of our administration's philosophy in areas germane to the matter of balancing growth with a sound environmental policy. Paul Cellucci and I have made it a priority to remove impediments to growth in Massachusetts. We have to contain the cost of doing business if we are going to have a robust economic recovery, and it's this need that is behind our regulatory reform agenda. Last year, as you know, we overhauled the state's workers' compensation system, and we passed a hospital financing bill that injects much more competition into that system for the first time, and I hope will result in reduced costs as well. This year we are going to be working on developing a comprehensive statewide energy policy in an attempt to lower those costs. The overriding philosophy behind regulatory reform is to create a regulatory environment that reduces rather than



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increases the cost of doing business in Massachusetts while at the same time retaining those necessary regulations that preserve our quality of life, the wise restraints that make us not only free but happy in the long run. Too often certain believers in the free market, and I do consider myself an ardent believer, seem to ignore that part of the free market catechism that addresses the problem of market failure.

Our administration is not against government spending on principle. We don't wish to dismantle government. We just want to change it a little bit, to make it work better in those areas where it should, and try to remove it from where it shouldn't. We're going to challenge regulators but we're also going to challenge business at times under our new streamlined process that I assume Sue spoke about. Businesses will sometimes get a fast no but that sure beats a slow no, and I'm not sure it doesn't beat a slow yes from the business point of view in a lot of cases. One stop permitting wherever it's workable is going to do a lot to speed proper acceptable development and let people know that Massachusetts is open for business. Businesses have to have reasonable expectations of a reasonable regulatory process. That does not mean we won't be tough. It does mean we will be or try to be clear. I've never met a business person who wasn't prepared to comply with any clear and reasonable environmental regulation and be happy about it. Thus, for example, I personally am in favor of the principle of forfeiting the assets of convicted polluters to fund environmental enforcement. This is an appropriate punishment when you are faced with a case of willful and plainly illegal polluting and dumping and also when the penalties are commensurate with the profits or savings realized by the miscreants through their misdeeds.

On another front I also believe in the power of regionalism not just as the localities relate to the state but also as the states relate to each other. By working toward regional solutions, I think we can clear the way for the kind of regional cooperation obtained by the Cape Cod Commission before the advent of the kinds of unplanned problems that were a major stimulus to the establishment of that commission. Nationally we are also pursuing cooperative solutions. I've been working with the National Governor's Association among other things to standardize environmental regulations. As many of you in the audience who are economists know, without standardization and cooperation in a matter like this, you're faced with the what they call the prisoner's dilemma as pure unitary economic rationale they will disincline an economic actor to invest in the kinds of environmental policies that can only produce the greatest net outcome when all states are on board. Specifically the NGA, the Governors Association, is working to lessen the administrative burdens of the super fund program to arrive at a waste management policy that benefits all states optimally, to reduce solid waste, and to protect our precious and fragile wetlands.

Our emphasis on regional cooperation also extends into transportation policy. Plans for a new airport such as has been suggested for Massachusetts, more high

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speed rail are intrinsically regional concerns, and any studies in these areas must involve and are involving the other New England states that were to achieve a true assessment of our collective needs. And they are collective. These and other transportation initiatives are of course central to our economic growth package.

Last year we spent about 400 million dollars in this state to upgrade our roads and bridges, and we hope to equal or exceed that amount again this year. Not only do these projects improve our streams of commerce but they also directly provide us with what we most need right now and permit me to invoke my favorite jobs, jobs, and jobs.

Speaking of jobs, the Central Artery Third Harbor Tunnel project which I am sure Secretary Taylor discussed is going to be responsible for the creation of at least 500 construction jobs and as many as 10,000 offshoot jobs from the construction in its peak year 1994. Secretary Taylor has chosen an excellent peak year for employment. Secretary Card, U.S. Secretary of Transportation is over at the State House right now hammering out a few details with Paul Cellucci about federal support for that project.

This positive economic result will not have been accomplished at the expense of the environment; in fact, the net environmental impact of the Central Artery project is indisputably positive and in several different ways. Air quality is going to improve as vehicles will be able to average 40 rather than 13 miles per hour thereby generating 14% less carbon monoxide. A second benefit will be the creation of 150 new acres of public parks, three times the area of Boston Common. Occasionally, very occasionally, it does help to have a redheaded Boston Yankee as Governor. When the first plans for the Central Artery/Third Harbor Tunnel project were spread before me, I rose from my seat and said "what would Frederick Law Olmstead say, what about the emerald necklace?" So the plans were radically changed to satisfy my temper tantrum. Other benefits from the project include putting to productive use throughout the state the 11.9 million cubic yards that will be removed during tunnel construction as well as substantial energy savings from faster travel speeds and more efficient traffic patterns helping commuters save more than 107,000 barrels of oil a year. Add to this the inestimable benefit associated with motorists spending less time in traffic either getting to work or leisure destinations. Then you have a good example of good business policy being good environmental policy.

I would just say that taking steps to sustain a healthy environment for us and our children in concert with restoring our state's fiscal health and economic growth is absolutely at the top of the list of tasks shouldered by the Lt. Governor and myself, and one of the important lessons that we have learned is how process and comprehensive long range planning is always preferable to reactive regulation, particularly regulation that simply compensates for inadequate planning. In our administration we hope never to allow the price of poor planning to masquerade as the price of progress.



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Thank you very much.  
(Applause)

**IAN MENZIES:** The Governor will be happy to take a couple of questions before his next appointment. Any questions?

**QUESTION:** What priority are you giving education in Massachusetts?

**GOVERNOR WELD:** Last year as you know the five campus unified University of Massachusetts was created. The position of the Board of Trustees of UMass in terms of autonomy was very much strengthened. Full tuition retention was given to the University. That's about all that happened in Higher Ed last year. Higher Ed for this coming year has been level funded. K through 12 education is very much more than level funded for this coming year plus 200 million dollars rising up to plus 800 million dollars for the fiscal year 4 years out. I think that's contingent on getting a reform of the structure of K through 12 of education so that we're satisfied we're not simply throwing money at the same system.

The more I see of our system of public higher education in Massachusetts the better I like it. I do think that not everything that works in education costs money and not everything that costs money works. However, I've said before, Chancellor Penney referred to it, and I'll say it again that when we get a little bit of daylight and the fiscal crunch eases up a little bit in Massachusetts, higher education will be standing if not first in line at least tied for first place in line with the claimants on our public resources. I think that an emphasis on education is consistent with the competitive advantage of Massachusetts. The fact that we're world renowned for universities, that our economy is knowledge-based means we should go hunting where the ducks are and cash in on the advantages that we have. I have felt for some time that we have been underspending in the investment accounts like education and transportation and overspending comparatively speaking in what might be called the human service maintenance accounts so we're trying to increasingly put our money in the prevention accounts and the investment accounts of the state budget, and over the next three to five years, I would think that would be good news for education.

**QUESTION:** What are we going to do about manufacturing jobs, and isn't there a shortage of jobs in areas like engineering?

**GOVERNOR WELD:** We, the state as a whole, have lost about 300,000 jobs or about 11% of our workforce between 1989 and 1991. We were in economic freefall for two

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years, hitting the bottom in about March, April 1991, and clunking along since then. I think we've begun to lift off the bottom. If you look at the unemployment rate in the state, it hit a high of 9.7% in March - April 19, and it has remained the same or gone down every month since then. That's 8, 9, I guess that's 12 months. That's long enough for a trend. We went from being number 1 in unemployment among the 11 industrialized states for the first 4 months of 1991, down to 2,3,4 in the fall of '91. Recently we've been outperforming the national economy in terms of unemployment by a substantial margin. Our unemployment rate went down from 8.7 to 8.4, to 7.9 last month to 7.5 this month. We are now fourth from the bottom, the bottom being good in unemployment rates, among the 11 industrialized states now. So on a comparison level we are coming out of it.

Many of my policies have been geared to preventing the loss of those 50,000 jobs of consulting engineers and highly educated professionals who might very well have left the state between the fall of 1991 and the fall of 1992 just by following the trajectory of what the economy was doing. That's why I was so anxious to get the research and development tax credit passed last July, which was the most generous tax credit in the country. That's why I spent so much time dealing with high-tech companies whose future is not irrelevant to manufacturing in this state. If we can persuade the biotech industry for example to take root in Massachusetts, it means that their manufacturing arm as they move through research and development into the process of actually bringing their products to market will also be located in Massachusetts. And my crystal ball in that industry is that in 7 or 8 years rather than 14,000 jobs which is what it now is in Massachusetts, it could be 100,000 jobs.

The same potential exists for telecommunications and communications equipment manufacturing. So we are trying to cash in on our strengths. I do emphasize software, environmental consulting, engineering, biotech, biopharmaceuticals, in my sorties out in the business world. But that's not to say that blue collar manufacturing jobs aren't where we are ultimately aiming. You have to have the knowledge-based industries in order to be able to attract the spinoffs. An industry like telecommunications, for example, involves a lot of manufacturing, but they're not entry level manufacturing jobs. They are going to require the type of education that we have the educational infrastructure to afford in this state. The average wage in telecommunications -- from the person who answers the door to the company president -- is \$44,000 a year. That's 50% higher than the average wage in Massachusetts so I'm looking at the very problem you identify in terms of attracting clusters of industry to locate and manufacture in Massachusetts. Our big selling points there, two of our very biggest are the educational establishment and our environmental quality of life. Now as I said in my remarks, these things absolutely dovetail.



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**QUESTION:** Are we projecting to put more money into waste water treatment on the theory that that's good for the environment and good for business?

**GOVERNOR WELD:** Of course, as soon as we've got the money for that. We've kind of reached a plateau in terms of being able to leverage federal dollars for waste water treatment since we've put in \$75,000,000, where the leverage is \$3,000,000 in federal money, so that an incremental dollar that I spend this year on waste water treatment is a 100 cents dollars. It's not leveraged by federal money. Whereas, there are certain transportation dollars I can spend, that are 16 cent dollars, the leverage is 5 to 1 or 6 to 1. My friend Andy Card over there at the state house, my friend Katharine Preston will be able to tell you that I live and die for fresh water and fresh water fishing and I'm riveted on the problem of water quality in the state.

**QUESTION:** Are there opportunities for mimicking the success of the Cape Cod Commission for example in the Pioneer Valley, and will we pitch in to try to clear away the regulatory underbrush which stands in the way of that type of regional approach.

**GOVERNOR WELD:** My answer is yes. I remember the Pioneer Valley coming up earlier and expressing great enthusiasm for it. I think there is some local opposition, such as there is local opposition to the rivers bill, the watershed bill. I've set my shoulder behind trying to reconcile those opponents to that project, and I'd be willing to do the same with respect to other regional activities that make sense. Not everybody, however, demands the same policy. You look at the Cape where its 70%. Look at it from an economic point of view, 70% of the Cape's livelihood is tourism. Well, you can't afford to have a neutral policy towards environmental protection on Cape Cod. It may be that the issue is more closely balanced in Fitchburg, Leominster, the crescent of the plastics industry, although that runs up against your Pioneer Valley. So there are tensions, and many of them are expressed at the selectman level, and I hear about them, but I am committed to the principle of trying to manage things on a more regional level because it makes sense. Steve Tocco, my secretary of Economic Affairs, has divided the state up for purposes of economic analysis into seven different regions and he's going around the state. The mayor was at a regional southeastern summit that we had the week before last because of our understanding that the entire state is not the same.

**IAN MENZIES:** Could we have one final question? The gentleman at the microphone.

**QUESTIONER:** Thank you. Governor, Charles Zettek from Hopkinton, one of your towns that is rather famous for one of the things it does as a mode of transportation!

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Not to mention this conference today where we shuttle people back and forth to Boston the old-fashioned way, on shoe leather. We have a message. I'm the town moderator and we have a message for you. We wish you to continue on with the good job you're doing and good health. Thank you.

**IAN MENZIES:** Thank you, Governor, and that was a very pleasant final remark by Charles Zettek. May I also add we are indebted to the Governor for coming here today and outlining his administration's plans for economic recovery and growth within a protected environment, and especially so because of the hurdles he had to surmount to get here. (Applause)

I will keep my concluding remarks brief that we may maintain our promise to conclude these proceedings by 1:30 p.m.

I am impressed by this administration's team approach. It is obvious that the Secretaries are truly working together and that they share the same goals. This was not always clear in the Dukakis administrations. The fact that the Secretaries, two or three at a time, are already touring the state together seems to prove that point. There is nothing more profitable than trying to learn what people are concerned about and using that information to formulate goals and programs.

It is encouraging also to hear the Governor's sincere interest in regional expansion and approaches throughout the state and his support of the pioneering Cape Cod Commission, an initiative we hope may be followed in other areas of the state. Certainly there is no other way to meet the problems of escalating costs than through sharing strengths and combining operations.

And from the viewpoint of public higher education which has taken a financial beating, it is also encouraging to hear the Governor say it is at the top of his priority list for tender loving care.

And talking of TLC, we have to remember that the problems of our troubled Bay State cities, as outlined by Brockton's Mayor Farwell, have yet to be resolved. His problems -- one planner, wearing three other hats to guide a city of 95,000 -- are overwhelming.

And we still await overall legislation that will deal with changes brought about by growth, but there is reassurance from Representative Janet O'Brien, chairman of the House Subcommittee on Local Affairs, that this is underway although she looks for staff support from voluntary agencies such as 1000 Friends. If people are interested in having a transcript, I'm afraid we'll have to make a small \$5 cover charge. Those interested can sign up at the door.

It hardly needs pointing out that these affairs do not run themselves, and I want to take this opportunity to thank the McCormack people who put this fifth annual seminar



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together and did all the detail work, especially Kathleen Foley who co-arranged this meeting with me, also Pat Mullen who did the same last year, also Madeleine Pidgeon, Pat Pugsley, Kathy Rowan, Ruth Finn, Megan Early and Ardyth Cochran. Thank you very much ladies wherever you are, and please give them a round of applause.

(Applause)

I promised to have you out of here by 1:30 p.m. We've run over by about 10 minutes, but again I thank you all for your attendance and hope you found the meeting as interesting as did I. Drive carefully. Meeting adjourned.





